

Certified Public Manager Project

Improving Internal Communications In a Bureaucratic Structure

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I. Project Goal

To develop a work plan with specific recommendations, expenses, and time lines for the improvement of internal communications within PRT. Internal communications is defined as information that enters the agency or is generated within the agency. It does not include information disseminated outside the agency. The Internal Communications Plan will detail definite steps to:

Significantly improve the dissemination of timely accurate information within the agency

Significantly increase the perception among all agency staff that they have access to information as it relates to the business and operations of the agency.

The recommendations in the Internal Communications Plan are to be concrete and measurable. Approval of the recommendations is to be made by the agency directors. Evaluation of proposals is based on their applicability to PRT. Specifically - political and structural realities of the agency; and the current culture, composition, and backgrounds of the agency staff.

Completion of the final Internal Communications Plan is to take place 1st quarter, 1998, allowing up to one year from its beginning date of April, 1997.

The "final state" of the agency as a result of the Internal Communications Plan's implementation includes a change in culture whereas agency employees feel that they have easy access to a wide range of information such as but not limited to:

- legislative updates,
- agency mission, vision, values and goals,
- office-specific goals and their measurements to date,
- external media and its relationship to major agency events or personnel
- orientation and training,
- staff contact and teamwork,
- agency policies and procedures,
- rewards and accountability.

II. Problem Statement

The lack of sound internal communications practices undermines even the most basic work processes of the agency, such as office budgeting and planning. The result is, often, a duplication of

efforts between PRT offices. Generally, each of the offices at SC PRT operated as an independent entity housed under the overall PRT umbrella. Collaboration between offices does occur; however, it is sporadic and both personality- and product-driven. The perception is that a “silo effect” and turf wars still exist in some offices, despite efforts in the past to establish better internal communications among working groups. In order to meet our desired state of improved internal communications, every employee in the agency would need to feel that a variety of information regarding personnel, offices, and the agency as a whole is openly available to the individual staff member without negative repercussions. The PRIDE team will specifically address PRT’s Strategic Goal IV: Organizational Development by developing a communications plan to facilitate the effective internal dissemination of information.

III. Cause Analysis

Research and Quality methods were used to determine the current state of internal communications in PRT. Included in those methods were formal brainstorming by the PRIDE team, 3 different surveys and interviews of PRT staff members, process flowcharts, multi-voting, and a classification of the survey results using Cause-and-Effect diagrams as well as Force Field Analysis. The team analyzed all process observations found, investigated the practicality of alternative processes, categorized and reviewed the data that we received (at great length!), and determined the repeated and related processes to create 3 major factors currently affecting internal communications in PRT.

Contributing factors to the current state of internal communications seem to be related to three primary factors:

1. The Work Environment at PRT

Work environment is defined as the people, place and organizational procedures of the agency. The components that work together to build a good work environment are psychological, procedural and physical.

Psychological factors involve employee morale and self awareness. Key areas that may impede good communications in PRT include a feeling of exclusion among the majority of the staff, a perceived lack of accountability for poor communications and lack of intra-office teamwork.

Procedural factors include a lack of accessibility to many procedures and a lack of understanding policies that currently exist.

Physical factors include the feeling of isolation in the field office and central office staff not leaving their physical work areas, resulting in a lack of inclusiveness and a lack of team work.

2. Content of Information

Content is defined as the kind of information considered beneficial for agency-wide dissemination. Shortcomings in the content of internal information may exist. Current information that is readily available may be seen as irrelevant, not useful to the recipient, inconsistent, or inaccurate.

3. Delivery of Information

Delivery of internal information describes the form in which the information is attained. Delivery methods may include e-mail, staff meetings, memo, etc. Inefficiencies occur when information is not delivered in a timely manner, not delivered at all or if a delivery system does not exist.

IV. Implementation Plan

The structure for creating the plan is as follows – a cross-functional, cross-office team is to be created. The team is to be known as the PRIDE team on Internal Communications. The acronym PRIDE is for Purpose, Reward and Recognition, Involvement, Development, and Empowerment. The resources

available to the team included 20% of their time or an average of one day per week for a period not to exceed 6 months, with no other financial or staffing restraints. The final cost was the printing of the plan and minimal travel/meal reimbursements. Upon approval of the plan by the PRIDE Steering Committee and the Executive Director, the implementation of the plan will be carried out – with all approved plan elements becoming standard operating procedure at PRT. PRIDE teams will be created periodically throughout the agency to address specific issues in the agency seen as currently operating counter to the agency's mission and goals. The PRIDE internal communications team consists of representatives from the following PRT offices:

Tourism Sales

Information Technology

Parks Service

Film, Entertainment and Sports Development

Heritage Tourism Development

Recreation, Planning and Design

Please refer to Appendix A for a complete copy of the team's action plan along with notes. The implementation plan flowchart can be found in Appendix B.

V. Evaluation Method

The methods used to gather data include examining Best Practices in other organizations, researching literature written by subject experts, and conducting definite, specific internal surveys. Each of these research methods has detailed parameters as outlined in the Work Plan, Appendix A. Statistical calculations were made on the results of the research along with the classification of process that have been identified as contributing to poor internal communications. Examples of the research methods and results may be found in Appendix C.

Processes were looked at first, before functions, offices, departments, jobs or people. Internal and external customer information requirements had to be defined. The PRIDE team mapped current processes and used quality tools to analyze and measure the process performance. Tools used included: Process Mapping where we used a flowchart to illustrate the flow of a process, Relationship Maps to see all groups or persons involved in a process – their effect on the process and how they are affected, Gap Analysis, Cause-and-Effect Diagrams And Brainstorming.

In the process of problem solving, the team used logical thinking skills reached an agreement, as a group, on what conclusions to draw from each step.

While creating the final recommendations for the plan, the Executive Directorship at PRT changed and so did the agencies priorities. The PRIDE team immediately met with the new leadership to determine if our mission was considered a priority and to determine buy-in and support from the Executive Director.

Final recommendations were reviewed for practicality and applicability. Some questions posed were:
Will agency leaders support and implement this plan?
Do the recommendations accurately reflect the agency staff needs and will they accept these changes?

Is it affordable or does it create a cost greater than its value?

To determine whether our recommendations were on the right track, we arranged informal meetings with various office directors and informal staff leaders who were informed of key elements of the plan. Their input was given weight and any changes the team felt was critical to the success of the plan were made. A copy of the final draft was given to each office director for review and a full presentation of the plan with the agency directors followed by an open question-and-answer session has been arranged. Any final changes that are critical to the plan's success may be made during that time.

VI. Recommendations for Improving Internal Communications

The PRIDE team final recommendations are outlined in Appendix D. Included with the recommendations are my notes, written in italics, on the methods and tools that the team used in the process of creating the plan.

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PRIDE Work Plan

Appendix A

Introduction

The South Carolina Department of Parks, Recreation & Tourism's first PRIDE Team has been established to explore the issue of internal communications and to make recommendations for improving this vital work process.

This document is the Plan of Work established by the team for submission to the PRIDE Steering Committee. The plan provides background and history and defines the issues that will be addressed. It also describes the steps the team will take to fully explore the shortcomings of internal communications and to research better ways to manage internal communications. Completion dates for each step in the process have been identified in the planning document.

The end product will be a written report with recommendations for improving internal communications within SCPRT. The goal of the recommendations will be to significantly improve the dissemination of timely and accurate information while increasing the perception among all agency staff that they have access to information as it relates to the business and operations of the agency. In line with the charge of the team, the recommendations will support the agency's pursuit of its vision, mission and goals. Specifically, the recommendations will support Strategy IV C of Goal IV of the agency's strategic plan. That strategy is to "develop and implement key communications initiatives that facilitate information dissemination."

Background/History

Internal communications has long been identified as a concern at SCPRT. Generally, each of the offices has operated as an independent entity housed under the overall SCPRT umbrella. Collaboration between offices does occur; however, it is sporadic and both personality- and project-driven. The perception is that a "silo effect" still exists in some offices, despite efforts in the past to establish better internal communication among working groups.

Nearly two years ago, SCPRT entered into a relationship with Fluor Daniel to evaluate the agency and begin the continuous improvement process of organizational development. An outgrowth was the formation of the PRIDE Prescription. PRIDE is an acronym for Purpose, Reward and Recognition, Involvement, Development and Empowerment -- key concepts the agency values and promotes. The purpose of the PRIDE Prescription is to identify work processes and other issues within the agency that can be improved and to establish cross-functional teams to develop recommendations for improving the identified processes.

The first work process identified by the PRIDE Steering Committee as being vital to the agency and worthy of examination is internal communications. A seven-person PRIDE Team has been established to identify the short comings associated with internal communications, to explore ways to improve internal communications and to develop recommendations to be submitted to the PRIDE Steering Committee no later than November 1, 1997.

Problem Identification

Internal communications is a basic function on which the success of an organization depends. Internal communications at South Carolina Department of Parks, Recreation and Tourism (SCPRT) is the process that describes how new and existing information is disseminated throughout the agency. An analysis of information collected through informal surveys within the agency indicated the current process is inefficient and does not contribute to the overall excellence of the agency. The team identified three common threads within the internal communications process as it analyzed informal survey results. Those commonalties are: work environment, content, and delivery of information.

Work environment impacts internal communications through psychological, procedural and physical factors.

- Key psychological factors include a lack of inclusiveness affecting attitude and self awareness resulting in the “state employee” mentality as well as a lack of and/or breach of trust. Other key psychological factors include a lack of accountability for poor communication and a lack of intra-office teamwork due to office individualism. Additionally, a fear of sharing information and/or secrecy often results in a “shoot the messenger” atmosphere.
- Key procedural factors of work environment include a lack of policy for certain procedures and a lack of understanding of policies that exist. These factors foster inconsistency and confusion throughout the agency, resulting in misuse and/or abuse.

- Key physical factors of work environment include isolation of field offices and people not leaving their physical work areas, which results in a lack of inclusiveness and lack of teamwork.

Content is defined as the beneficial information to be shared in a timely and accurate manner. Internal communication at SCPRT is inefficient in content because:

- information is not always relevant or useful to the recipient;
- there is not a consistent knowledge about what information is critical to the agency's overall success;
- at times information is inaccurate or incomplete due to inadequate research and a lack of personal responsibility, accountability and quality assurance; and sources delivering information are not always the most qualified.

Delivery of information is defined as the process by which information is distributed.

Within SCPRT, information is delivered electronically, in writing and orally.

Inefficiencies occur when:

- time sensitive information is not consistently distributed in a timely manner;
- information is not delivered at all;
- delivery systems are not consistent throughout the agency, particularly among the field offices where hardware and software are not in place or are not used effectively;
and
- in some instances, the delivery system does not exist.

Action Plan

The PRIDE Team will implement the Action Plan as soon as approval is received from the Steering Committee. Subcommittees will be formed to perform the following functions:

- 1) look to outside sources for excellence standards in internal communications;
- 2) formulate and disseminate the internal surveys for data collection; and
- 3) gather literature for review.

The entire team will meet periodically while the subcommittees are performing their assessments to insure consistency and coordination.

Attached is a timeline and process flow diagram outlining the steps to be taken and targeted completion dates. The PRIDE Team will continue to do monthly reports to the Steering Committee on progress via the team sponsor.

Action Plan Timeline

4/28/97 Organization - Charter, Training, Commissioning

5/14/97 Assessment of Survey for Common Issues

6/16/97 Submit Work Plan and Objectives to PRIDE Steering Committee

6/30/97 Receive Confirmation/Changes from PRIDE Steering Committee

7/1/97- In-Depth Internal Data Collection (Surveys)

8/15/97

7/1/97- Data Collection from External Sources and Experts

8/15/97

7/1/97- Data Collection from Literature Review

8/15/97

8/15/97 Summary of Findings/1st Draft Recommendations

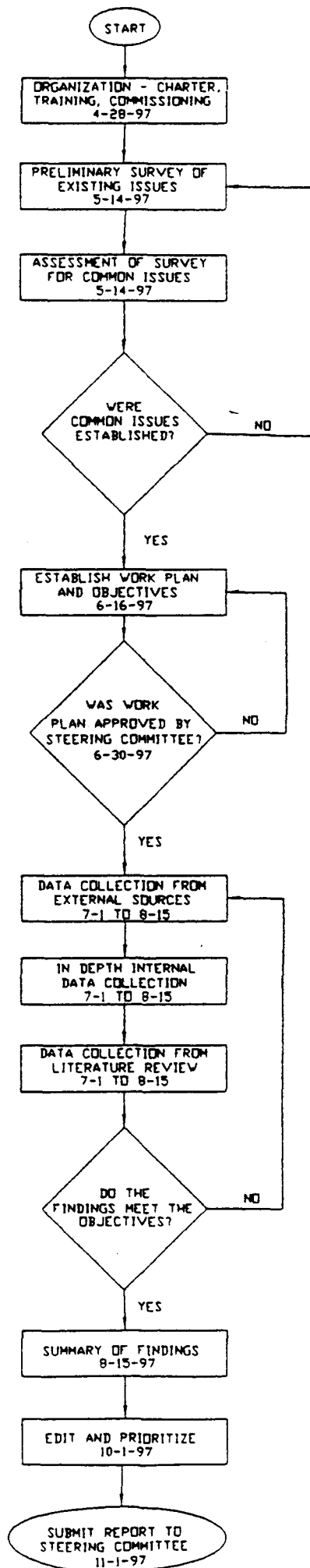
10/1/97 Edit/Prioritize

11/1/97 Submit Report to Steering Committee

Implementation Plan Flowchart

Appendix B

WORK PLAN FLOW CHART



Research Methods and Results

Appendix C

Collect Data Using the 5-Step Process

Step 1. *The PRIDE team decided that, in order to be most representative of all backgrounds and perceptions of PRT employees, we would need to ask core questions of the PRT staff. The team member with the most years of tenure did not recall an internal survey of any kind being conducted, and neither did the Directorate members, so we did not see another way to collect the data. The survey questions included:*

- *What forms of internal communications does your office use?*
- *What is the best form of internal communications and why?*
- *What is your perception of internal communications within the agency?*
- *Are you receiving timely and accurate information? Through what structure? And from what sources?*
- *Cite example(s) of good and/or poor internal communications you have experienced at PRT.*
- *What kinds of information are important to you?*
- *What suggestions for improvement would you like to offer?*

The survey was conducted personally with staff of various job levels and of various offices. Their answers were confidential and the interviewee had to feel trust toward the interviewer.

Step 2. *Before conducting our literature reviews or Best Practices assessments, a pre-determined set of criteria and questions were created by the PRIDE team. The questions and criteria are*

listed before the Best Practices Appendix page. This created uniformity in what we were each investigating and removed any ambiguity about the research. We also had time limits, set in our Action Plan time line, to complete the research. Data results were to be in Word format and delivered to a particular team member for merging.

Step 3. As a result of the first survey, new questions arose in the minds of the PRIDE team.

Additionally, to ensure that we were receiving ALL information possible from the staff members, the team created a second survey with more specific questions and to include ways to measure how the perception of internal communication varied with staff location (field vs. Columbia) and tenure. The survey questions included:

- *How long have you been employed at PRT?*
- *Have the Mission, Vision, Values and Goals of PRT been clearly communicated to you?*
- *To what extent do you understand your role in achieving the agency's goals and objectives?*
- *If you don't feel you fully understand the agency's objectives, how would you like to learn more about them?*
- *How frequently do you think we should have agency-wide staff meetings?*
- *Are you informed regarding information disseminated at the Office Directors' Meetings?*
- *Do you complete the agency's weekly calendar?*
- *Is the agency's weekly calendar useful to you?*
- *Would it be beneficial to communication for representatives from other offices to attend your project meetings?*
- *How would you prefer to receive updates on the agency's projects?*
- *Would legislative updates be useful to your office, how would you like to receive them?*
- *Would you be interested in an internal communications newsletter? Would you be willing to contribute to the newsletter? How would you like to receive the newsletter?*

- *How would you describe your ability to contact field offices in a timely manner? (answer given in pre-made choices)*

Best Practices Assessment

One of the means of assessment in developing a new agency internal communications plan is to examine the potential benefits of other organizations' best practices. By examining best practices in a similarly structured organization, the PRIDE Team will obtain new information leading to a new perspective on the process of internal communications. The team will determine whether an organization's current internal communication methods can be implemented within the parameters of SCPRT's culture and resources. The team will use the following guidelines:

Criteria

Choose at least 3 organizations in the state or southeast. Targeted organizations should:

- contain a central site as well as multiple field sites;
- have at least one organization be of similar size – approximately 200 central office employees and 500 additional field employees;
- be composed of a similar combination of full and part-time employees – approximately 500 full-time and 300-500 part-time employees;
- have multiple functional departments of various sizes that work together for the excellence of the organization; and
- have been recognized for their exemplary internal communications practices (ex: Malcom Baldrige award winners, etc.)

Evaluation Objectives

- How do they determine what information is critical to the organization's success?
- What is the history of their internal communications success and/or failures?
- What was the process used to get from their past to present, successful state?
- What obstacles did they encounter?

- How did they change the perception or attitude of each staff member to promote internal communications?
- What is the culture of the organization regarding internal communications?
- What technologies or tools are in place to aid in internal communications?
- Who led the effort in promoting good internal communications?
- How is consistency maintained?
- How are employees held accountable?
- How is trust between departments created?
- What delivery method(s) are used?
- What types of information do they share?
- What are the associated costs and how are they measured?
- How long did this process take to implement?
- What is it that they do differently than we do regarding internal communications?

Every effort must be made to secure as much information as possible including other references for best practices, vendors, software/hardware, training tools, etc. This is an excellent opportunity to build a partnership with a similar organization that will aid in the building of SCPRT's plan and its implementation. To insure that several minds are working on evaluating and comparing the processes, more than one PRIDE Team member will participate in assessments.

Internal Surveys

When we first began conducting internal surveys in the agency, many staff members were surprised, cautious, and a bit untrusting about our motivations. Nothing like this had ever been done. Our members had to take their time and assure the interviewee that their answers were integral to a true, realistic solution to our agency's internal communications efforts.

In gathering data, one of the best ways to understand the scope of the problem is to obtain information from staff regarding internal communications. The initial step by the PRIDE Team was to poll the offices to find out perceptions, needs and suggestions.

Each person on the team was given offices to interview with standardized questions being asked so the information could be compiled, grouped and classified. After the information had been compiled and distributed to team members, the team began to formulate the next steps within the work plan.

Over the next several weeks, the PRIDE Team will use the common threads found within the data already collected to create several in-depth follow-up surveys to expand our working knowledge of SCPRT's internal communications process. Those surveys will focus on the aspects of work environment, content, and delivery of information. Those interviewed will include a cross section of the agency, consisting of staff representing all offices and job functions. The team concluded that it is also important to look to internal "experts" for input and, therefore, will target such communication hubs as the reception desk, the administrative assistants, and other designated information handlers within the offices such as public information specialist positions.

The findings of the in-depth surveys will be presented to the entire team through written summaries and/or oral presentations. Findings will be evaluated according to the applicable evaluation objectives outlined earlier in the section addressing Best Practices Assessment.

Literature Review

Each PRIDE team member was given a series of articles that had been researched by the State Library and the Harvard Business School. We then had a preliminary meeting to discuss our findings followed by written notes given to a member and presented to the team for further discussion. Any insights pertinent to issues surrounding our agency's present state or desired state of internal communications were considered.

The PRIDE Team will review literature about the business process of internal communications, seeking best practices and other helpful insight. The team will rely on a number of sources to identify and obtain copies of relevant literature on the topic, including:

- the Daniel Management Center at the College of Business Administration, University of South Carolina;
- the internet;
- the South Carolina State Library;
- the American Council of Chamber Executives;
- the Council of Communications Management; and
- the Public Relations Society of America's library.

Literature will be reviewed by one or more PRIDE Team members. The findings of the literature review will be presented to the entire team through written summaries and/or oral presentations. Findings will be evaluated according to the applicable evaluation objectives

outlined earlier in the section addressing Best Practices Assessment. Relevant lessons will be incorporated into the team's final recommendations to the PRIDE Steering Committee.

PRIDE Team Final Recommendations and Notes

Appendix D

The PRIDE team took many hours discussing the structure and format of our final recommendations. Each member was asked their input into the design and all responses were considered. Members used chalkboards, overheads, or large paper pads to explain their point. If a member disagreed with an aspect of the structure they were given a short time period (a couple of minutes at most) to make their point. The team then gave their feedback and either a change was made or not. This was the process by which almost all of our decisions were made. If after explaining reasonings for decisions there was not an obvious consensus or there was a feeling that a member agreed with a point just to go along with the group, we would usually calmly give the idea a vote with a show of hands.

When considering several options to an idea, all options were written out for the team to see. During the writing of the plan, a laptop computer was hooked to an overhead and the plan was written, rewritten, and composed before us all. It was a very good way to work, with everyone participating in the evolution of our plan.

When brainstorming, all considerations were written on a large paper and if repeated or agreed upon related ideas were presented we would classify the idea and usually prioritize the ideas. This process would evolve into a beginning point to a structure.

We took formal breaks during the day, had snacks during the meeting, and always had sociable meals such as potluck. We even cooked together several times! These

informal, social activities helped us to bond even more and gave us time to enjoy each other despite any differences of opinion we may have just discussed regarding the plan.

Introduction

The South Carolina Department of Parks, Recreation & Tourism's first PRIDE Team was established to explore the issue of internal communications and to make recommendations for improving this vital work process.

Social scientists have understood for decades the value of quality internal communications in successful organizations. Communications, or the proper exchange of meaningful information

- ❑ motivates workers to perform well,
- ❑ opens thought processes and the exchange of ideas through the corporate hierarchy and
- ❑ develops the perception that employees are involved in the direction of the organization, which builds pride and a sense of ownership, and strengthens morale.

As social psychologists Daniel Katz and Robert Kahn point out, "Communication -- the exchange of information and the transmission of meaning -- is the very essence of a social system or an organization."

The PRIDE Team spent roughly eight months assessing internal communications within SC PRT by gathering information from agency staff through surveys and personal interviews and by conducting an overall assessment. Its recommendations are rooted in those results, plus the examination and research of the best internal communications practices of private companies or review of studies and theories on organizational success.

This document outlines the PRIDE Team's efforts. It includes

- ❑ the background and history of internal communications within SC PRT,
- ❑ the methodology used by the team to assess the problem and develop recommendations,
- ❑ an analysis of the state of internal communications in the agency,
- ❑ a list of findings and recommendations,
- ❑ prioritizing recommendations in an implementation section,
- ❑ a timetable,

- ❑ financial resource analysis and
- ❑ and an appendix of reference material.

The goal is to significantly improve the dissemination of timely and accurate information while increasing the perception among all agency staff that they have access to that information. The recommendations support the agency's pursuit of its vision, mission and goals, specifically Strategy IV C of Goal V in the agency's strategic plan, which charges SC PRT to "develop and implement key communication initiatives that facilitate information dissemination."

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Background/History

Internal communications has long been a concern at SC PRT. The lack of it is undermining even the most basic work processes at the agency, such as office budgeting and planning, and produces, in many cases, a duplication of efforts.

Generally, each of the offices at SC PRT operated as an independent entity housed under the overall PRT umbrella. Collaboration between offices does occur; however, it is sporadic and both personality- and product-driven. The perception is that a “silo effect” and turf wars still exist in some offices, despite efforts in the past to establish better internal communications among working groups.

Nearly two years ago, SC PRT entered into a relationship with Fluor Daniel to evaluate the agency and begin the continuous improvement process of organizational development. An outgrowth was the formation of the PRIDE Prescription. PRIDE is an acronym for

Purpose,

Reward and Recognition,

Involvement,

Development and

Empowerment,

key concepts the agency values and promotes. The purpose of the PRIDE Prescription is to identify work processes and other issues within the agency that can be improved and to establish cross-functional teams to study the process and develop recommendations.

The first work process identified by the PRIDE Steering Committee as being vital to the agency and worthy of examination was internal communications. A PRIDE Team was established in 1997 to identify communication standards, to explore ways to improve internal communications and to provide recommendations for the review of the PRIDE Steering Committee.

The PRIDE internal communications team consists of representatives from the following PRT offices:

- ☐ Tourism Sales
- ☐ Information Technology
- ☐ State Parks
- ☐ Film, Entertainment and Sports Development
- ☐ Heritage Tourism Development and
- ☐ Recreation Planning and Design

In addition to having representatives from a variety of PRT offices, some of our members were from field offices and some from the central office in Columbia. This provided a good perspective on communications between the offices. Also, one team member was a member of the PRIDE Steering committee. His role was as advisor to the team. In addition to representing a true insight to the Steering committee, he gave us practical considerations as director of a primary agency office. Further he promoted an acceptance of the plan (buy-in) to the balance of agency directors.

Methodology

The PRIDE Team implemented an action plan as soon as approval was received from the Steering Committee. Subcommittees were formed to perform the following functions:

- 1) look to outside sources for excellent standards in internal communications (Best Practices Assessment;)
- 2) formulate and disseminate internal surveys for data collection; and
- 3) gather and assess pertinent literature for review.

While the subcommittees gathered their information and performed their assessments, the entire team met periodically to ensure consistency and coordination and to gauge progress (refer to appendix C).

The research methods really provided fresh, new ideas to our team. Three team members actually visited other organizations and not only gained a myriad of new ideas but came back to the team motivated and energized. Bringing fresh perspectives into the team prevented a stifling of our thoughts or groupthink.

Best Practices Assessment

By examining best practices in an organization similarly structured as PRT, the PRIDE Team obtained new information leading to a new perspective on the process of internal communications. The team determined whether an organization's current internal communication methods could be implemented within the parameters of SCPRT's culture and resources. The team used the following guidelines:

Criteria

Chose at least three organizations in the state or Southeast. Targeted organizations:

- ☐ contained a central site as well as multiple field sites;
- ☐ had at least one organization of similar size – approximately 200 central office employees and 500 additional field employees;
- ☐ were composed of a similar combination of full and part-time employees – approximately 500 full-time and 300-500 part-time employees;

- ☐ had multiple functional departments of various sizes that worked together for the excellence of the organization; and
- ☐ had been recognized for their exemplary internal communications practices (ex: Malcom Baldrige Quality Award recipients, etc.)

Evaluation Objectives

- ☐ How they determined what information was critical to the organization's success?
- ☐ What was the history of their internal communications success and/or failures?
- ☐ What was the process used to get from their past to present successful state?
- ☐ What obstacles did they encounter?
- ☐ How they changed the perception or attitude of each staff member to promote internal communications?
- ☐ What was the culture of the organization regarding internal communications?
- ☐ What technologies or tools were in place to aid in internal communications?
- ☐ Who led the effort in promoting good internal communications?

- ☐ How was consistency maintained?
- ☐ How were employees held accountable?
- ☐ How was trust between departments created?
- ☐ What delivery method(s) were used?
- ☐ What types of information did they share?
- ☐ What were the associated costs and how were they measured?
- ☐ How long did this process take to implement?
- ☐ What was it that they did differently than we did regarding internal communications?

Every effort was made to secure as much information as possible including other references for best practices, vendors, software/hardware, training tools, etc. This was an excellent opportunity to build a partnership with similar organizations that aided in the building of SCPRT's plan and its implementation. To insure that several minds were working on evaluating and comparing the processes, more than one PRIDE Team member participated in assessments (Refer to Appendix G).

2) Internal Surveys

One of the best ways to understand the scope of the problem was to obtain information from the very people for whom internal communications will work -- the staff at SC PRT. The initial step by the PRIDE Team was to poll the offices in an agency-wide survey in May 1997 to understand the staff's perceptions of PRT's current position in the realm of internal communications (May, 1997 Situation Appraisal Interviews.) A second survey was distributed in July 1997, seeking staff input on specific communications issues and how PRT should address them (July, 1997 Agency Survey.) (Results from both surveys are found in Appendices A and B.)

The PRIDE Team found common issues emerge repeatedly during an analysis of the survey results. They used these issues to develop in-depth follow-up interviews with office directors and selected staff members to expand the team's working knowledge of the shape of SC PRT's internal communications process. The issues were *work environment*, *content* and *delivery* of information. (Refer to Appendix D)

The PRIDE Team interviewed nearly 30 staff members representing all offices and job functions. The team concluded it was also important to seek input from internal "experts" and targeted such communication hubs as the reception desk,

the administrative assistants and other designated information handlers within the offices (Directors' Interviews.)

Findings from these in-depth interviews were presented to the entire team through written summaries and / or oral presentations. Findings have been evaluated according to applicable evaluation objectives outlined earlier in Best Practices Assessment.

3) *Literature Review*

The PRIDE Team reviewed literature about the business process of internal communications, seeking best practices and other helpful insight. The team relied on a number of sources to identify and obtain copies of relevant literature on the topic, including:

- ❑ the Daniel Management Center at the College of Business Administration, University of South Carolina;
- ❑ the internet;
- ❑ the South Carolina State Library;
- ❑ the American Council of Chamber Executives;
- ❑ the Council of Communications Management; and

□the Public Relations Society of America's library.

Literature was reviewed by one or more PRIDE Team members. The findings of the literature review were presented to the entire team through written summaries and/or oral presentations. Findings were evaluated according to the applicable evaluation objectives outlined earlier in Best Practices Assessment. Relevant lessons were incorporated into the team's final recommendations to the PRIDE Steering Committee. (Refer to Appendix H)

Problem Identification

Through surveys and personal interviews, the overwhelming majority of SC PRT employees believed there were critical inefficiencies in internal communications within the agency. During an analysis of this information, three common themes surfaced more often than most as basic organizational problems that must be addressed before communications can be established. They are

- ❑ the *work environment* at SC PRT,
- ❑ the *content* of information that can be delivered and
- ❑ the *delivery* of that information.

The PRIDE Team came to an understanding of SC PRT's internal communications problem by focusing on these three common threads. The team also targeted them when coming up with solutions and recommendations.

Work environment is defined as the people, place and organizational procedures of an agency -- key, common sense elements of any work process. It can set the stage for the reception, delivery and overall success of internal communications. Several factors work together in building a good work environment for quality internal communications. They are psychological, procedural and physical.

- *Psychological* factors involve employee morale and self awareness. In SC PRT psychological factors that are impeding good communications include a feeling of exclusion among the majority of staff, which affects their perceived individual value to SC PRT's missions and goals. It results in a "state employee" mentality as well as a lack of and / or breach of trust. Other key psychological factors include a lack of accountability for poor communications and a lack of intraoffice teamwork due to individualism. Additionally, a fear of sharing information and / or secrecy often results in a "shoot the messenger" atmosphere. Specifically:
 - ❑ The agency's goals are not clearly understood by employees resulting in a lack of employee buy-in.
 - ❑ Goals are seen as office goals rather than agency goals, with no connection to the agency's goals. Therefore, there is no direct link between personal

goals and agency goals.

- ❑ There is inconsistency regarding information communicated from the central office to the field office. Often information is not complete or accurate resulting in a feeling of isolation in the field.
- ❑ Employees feel as though their office directors do not communicate effectively.
- ❑ Employees do not feel as though they can freely inquire about other office projects or programs.
- ❑ There is no perceived accountability for failure to share information and be proactive.
- ❑ Agency-wide staff meetings/social functions are logistically difficult to schedule resulting in fewer meetings which results in a lack of inclusiveness throughout the agency.
- ❑ Due to a lack of training, employees perceive themselves as being good communicators.
- ❑ The “silo effect” is prevalent between offices resulting in a lack of inter-office teams and a duplication of efforts.
- ❑ Sections within the agency lack a “big picture” perspective reinforcing the “silo effect.”
- ❑ Inadequate budget information affects managerial competence and

effectiveness.

- ❑ Administrative and support offices lack customer service focus.
- ❑ Inconsistencies in technologies between field and central offices create a feeling of exclusion.
- ❑ Years of service of the employee and their location affect the perception of communication issues within the agency, especially in the field and with technology usage.
- ❑ There is a perception that leadership does not understand the rank-and-file realities, especially with the field employees.
- ❑ There is a perception of “us” and “them” between the central office and field offices.
- ❑ The central office management is not visible enough in the field, especially for positive reinforcement.
- ❑ The perception of lack of rewards and incentives leads to low morale and a feeling that the agency does not care about its employees.
- ❑ At times information is withheld because “information is power.”
- ❑ The executive leadership does not demonstrate a value for internal communications, which filters through to the employees.
- ❑ There is a lack of career path development resulting in low morale.

- Key *procedural* factors that affect good communications within the agency include a lack of policy for many procedures and a lack of understanding of policies that exist. These factors foster inconsistency and confusion throughout the agency, resulting in misuse and / or abuse. Specifically:
 - ☐ Staff meetings and social functions are not held often enough due to the logistics in coordinating them.
 - ☐ The location of the agency-wide calendar in the X: drive is not well known throughout the agency.
 - ☐ It is uncommon for offices to exchange key information and / or meet with other offices on a regular basis.
 - ☐ Information from the Directors' Meetings is not communicated to the staff.
 - ☐ Agency employees are not receiving legislative updates.
 - ☐ Employees have an interest in an agency newsletter.
 - ☐ An agency-wide employee manual does not exist, and creation should also include technology information.
 - ☐ There is currently no agency or office specific orientation program in place.
 - ☐ There is no standard procedure for systematic communication between

office directors and their staff.

- ❑ There is no effective mechanism for developing and disseminating Market Research information.
- ❑ The current process of newspaper clippings is time-consuming and ineffective.
- ❑ There is no standard procedure for disseminating PRT publications and other important documents. Offices do not presently receive press releases.
- ❑ The current budget process is seen as ineffective.
- ❑ Human Resource policies are not always clear or easily accessible.
- ❑ The formal process for meeting personal, office or agency goals are static as compared to the dynamic changes associated with everyday management.
- ❑ At times, meetings within the agency are ineffective with no one assuming responsibility of communicating outcomes.
- ❑ Administrative offices lack customer service skills.
- ❑ Procedures for obtaining grant approval, partnerships and future needs are unclear to employees.
- ❑ There is no accountability in the manner in which personnel and pay information is handled.

- ❑ Leadership does not set appropriate examples for using available technology for timely communication, especially through the field offices.
 - ❑ There is no procedure in place for announcing new hires and resignations.
 - ❑ There is not always a system in place for feedback when waiting for information.
 - ❑ There are currently no shared measurements for office and agency goals.
-
- Key *physical* factors that are affecting communications within SC PRT include the isolation of field offices and people not leaving their physical work areas, which results in a lack of inclusiveness and a lack of teamwork. Specifically:
 - ❑ It is difficult logistically to have agency-wide staff meetings and social functions due to the needed size of meeting space and that field offices would have to travel.
 - ❑ It is difficult to contact field office personnel.
 - ❑ The computers currently used in the field are not mobile.
 - ❑ There is an inconsistency in the software and hardware technology between the central and field offices.

Content is defined as the kind of information considered beneficial for agency-wide dissemination. At SC PRT,

- information is not always relevant or useful to the recipient;
- there is not consistent knowledge about what kind of information is critical to the agency's overall success;
- information is often inaccurate or incomplete due to inadequate research and a lack of personal responsibility, accountability and quality assurance; and
- sources delivering information are not always the most qualified.

These shortcomings lead to a lack of certain basic work functions that is impeding excellence in SC PRT, such as:

- ❑ Agency goals have not been clearly conveyed to the employees at PRT, and therefore; are not understood.
- ❑ Directors' meetings do not provide adequate information regarding individual office projects.
- ❑ The agency calendars are not used agency-wide and are seen to have limited effectiveness.

- ❑ There is no agency-wide manual consisting of policies effecting employees.
- ❑ It is difficult to obtain complete budget information and its lacks long-term perspective.
- ❑ Employees are not clear on the funding process of which PRT's budget is allocated.
- ❑ There is no office-specific breakdown of legislative updates.

The **delivery** of information is fairly self-explanatory -- a number of processes are already in place at SC PRT including the US mail, cc:mail, memo, faxing, etc.

Inefficiencies occur, however, when

- time-sensitive information is not consistently distributed in a timely manner;
- information is not delivered at all;
- delivery systems are not consistent throughout the agency, particularly among the field offices where hardware and software are not in place or are not used effectively; and
- in some instances, the delivery system does not exist.

These weaknesses lead to other internal problems that hinder excellence in SC

PRT:

- ☐ Information from the office directors' meetings is not communicated to the staff.
- ☐ Central office staff prefer information delivered via e-mail; field office staff prefer information delivered via hard copy memo.
- ☐ Agency employees are not receiving legislative updates and reports.
- ☐ Agency employees would like to receive a newsletter by hard copy mail.
- ☐ Field offices prefer to be contacted via telephone despite limited hours of access.
- ☐ Market research information is seen as not being delivered in a timely fashion.
- ☐ Newspaper clippings are not distributed effectively.
- ☐ Budget information is not delivered in a timely manner.
- ☐ Delivery of information from field offices is slower due to inconsistencies in software and hardware between the central and field offices.

Findings and Recommendations

When our team came to actually writing down our findings and recommendations on the overhead via a laptop computer, everyone became very excited. To see our findings of “as is” combined with our research resulting in valid, measurable recommendations was very empowering to the team members. We felt proud of our accomplishments, a bit surprised at our abilities to produce such a complex, rational plan, and a bonding between team members.

We were also very careful to not perpetuate poor internal communications practices with the balance of the agency. For example, we created agency-wide e-mails on a regular basis giving updates on our progress and attaching actual documents of our charter, work plans, and particularly survey findings. There was a good response back from the agency staff members. We tried to not impart a “secretive” feeling about the plan.

While the surveys, interviews and analysis created an exhaustive list of issues, they became the most logical sources from which the PRIDE Team developed its findings and recommendations. The PRIDE Team categorized those issues into the six basic work functions found in most successful organizations and sought solutions based on those functions. They are

- I. Orientation and Training
- II. Policy
- III. Goals, Objectives, Rewards and Accountability
- IV. Staff Contact and Teamwork
- V. Internal Tools and
- VI. Legislative Issues and External Media

In this section on findings and recommendations, a brief description of each work function is provided in most cases other than the obvious, followed by the PRIDE Team's reasons why that function has an effect on internal communications. It is supported by information from the May, 1997 Situation Appraisal Interviews, the July, 1997 Agency Survey, Directors' Interviews as well as research from Literature Reviews and / or Best Practices Assessments. Each section ends with a list of findings within SC PRT related to that work function and the PRIDE Team's recommendations on solving those problems. Each recommendation also has a suggested time period for implementation (i.e. 0-1 year).

With each set of findings and recommendations, we followed a specific format. By preceding our recommendations with specific findings it gave a reasoning behind each recommendation. Also, each recommendation has appropriate timelines and approximate resource needs listed. This keeps each recommendation concrete, measurable and they are taken seriously.

I. Orientation and Training

Orientation and training give agency employees the specific skills needed to conduct effective communication. Interviews, surveys and other research conducted by the PRIDE Team pointed to orientation and training as basic tools in maintaining quality internal communications. In the May, 1997 Situation Appraisal Survey, more than 90 percent of the agency expressed a need for an orientation program to improve communications in SC PRT. The literature review suggests that training opportunities exist in an organization as a means for building an effective communication network. (Peck) According to Weisbord's Six-Box Model, orientation helps define formal policies and reduces gaps within an organization.

Relevant Findings:

1. SC PRT lacks a coordinated orientation program
2. No coordination for training programs in place
3. No customer service training available (for internal and external customers)
4. Computer training is inadequate and inconsistent

5. Meetings management training not available

Recommendations:

1. Establish mandatory new-employee orientation program agency-wide to be held quarterly. Orientation is to include personal welcome from the executive director, office presentations, physical walk-through, overview of agency and state policies. (Sample agency-wide orientation agenda in Appendix E.1.) *0-1 year*
2. An employee handbook should be included as a companion to the orientation program. (Refer to Appendix E.4.) *0-1 year*
3. Develop employee orientation at the office level or appropriate sub-level. Orientation to include overview of individual's job duties, position description, EPMS process, personal walk-through to meet key contacts for your job, review of office goals and objectives. To be held the first week of an employee's arrival. Ninety days, additional time needed for field office personnel (Sample office orientation recommendation in Appendix E.2.)
4. Develop a PRIDE team to examine overall agency employee training to include computer training, professional development, meetings management and customer service. Investigate current training plans that are in place for applicability such as the Individual Development and Training plan (IDT), Parks orientation, and Welcome Center program training. PRIDE team should specifically examine funding issues related to agency wide training. (Refer to Appendix A.) *1-2 years.*

5. While the PRIDE team is considering an overall training plan, the Directorate should provide direction and specific, limited funding for immediate staff development and training needs. *0-1 year.*
6. Office directors and key managers should have immediate formal development / training on conducting effective meetings and teamwork. (Refer to Appendices G.5., G.6. and H.) *0-90 days*
7. Staff training at the office level should be a component of the office director's position requirements, EPMS evaluation and office plan. (Refer to Appendices D and E) *0-1 year.*

II. Policy

Certain business standards and agency policy are not widely understood at SC PRT, and some do not exist. The internal survey showed a vast majority of SC PRT employees felt a policy manual on communications would be beneficial to their offices and help tackle part of the problem of internal communications. But a manual on communications is just the beginning. Policy on all SC PRT work functions is important and should be accessible to all employees as a reference to conduct day-to-day operations. When studying the internal communications practices of PMSC of Columbia, the PRIDE Team discovered all of the company's policies reside on an intranet site that's easily accessible to all employees. Enforcement of policy also is necessary. Weisbord's theories suggest that a large discrepancy between formal policy and actual operations creates an ineffective organization.

Relevant Findings:

1. "Secretive," ineffective and untimely budget process (undermines managerial competence).
2. Agency's funding mechanism is unclear and lacks long-term perspective.
3. No agency-wide policy manual.
4. Unclear human resource policies.
5. Lack of employee career path development.

6. Lack of accountability regarding confidential salary and personal information.
7. No procedure for announcing new hires and resignations.
8. No regular planning or review on office directors' performance (EPMS).
9. No standard procedure for press release distribution.
10. Process for developing agency goals is inflexible.
11. Grants procedures are confusing.

Recommendations:

1. Establish a comprehensive agency-wide policy manual for HRM, technology, procurement and finance issues (ie. travel reimbursement, computer use, etc.) (Refer to Appendix E.) *1-2 years.*
2. Directors need clearer direction and updates on agency-specific policies regarding hiring, especially as agency priorities change (i.e. hiring freezes, staffing priorities). (Refer to Appendix D.) *0-90 days.*
3. Establish a plan for career path development for employees through the HRM office. (Refer to Appendix H.) *1-2 years.*
4. Develop a procedure to clearly announce resignations, vacancies and new hires. (Refer to Appendix D) *0-90 days.*
5. Follow EPMS standards and procedures for office directors, a component of which should be staff training and development as they pertain to agency / office goals and objectives. (Refer to Appendices A, B and D.) *0-1 year.*

6. Establish and enforce disciplinary procedures for sharing confidential human resource information. *0-90 days.*
7. Establish a program to manage external grants to SC PRT and communicate it clearly to staff. (Refer to Appendix A.) *0-1 year.*
8. Develop a future PRIDE Team to establish a new budget-information process and address timeliness, consistency, devoted resources, long-term perspective, openness and accessibility. (Refer to Appendices A, B and D.) *More than 2 years.*
9. Disseminate information to all staff regarding funding sources for PRT such as admissions tax and parks revenue. (Refer to Appendix A, B and D) *0-90 days.*
10. Develop consistent procedure for the delivery of press releases to all staff.
(Refer to section on *Legislative Issues and External Media*, page 27) (Refer to Appendices A, B and D.) *0-90 days.*

III. Goals, Objectives, Rewards and Accountability

“If you want creativity you need to reward people who show creative work”.

(Sternberg and Lubart) Through our literature review, surveys and best practices analysis we found that setting goals and objects with accountability and rewards in place are necessary for productivity in the workplace. Several corporations consistently used reward and recognition in their operations, and can track its successful contribution to internal communications. In the May, 1997 Situation Appraisal Interviews, many PRT staff members point to rewards and recognition as a means to reinforce good communication. An employee awards, recognition and rewards program currently exists in the State system. According to *Barriers and Gateways* to Communications (Rogers and Roethlisberger), the ability to speak freely is critical to organization success. This openness requires concrete rewards to facilitate.

Relevant Findings:

1. No personal ownership to agency goals.
2. Agency goals have not been clearly conveyed and are not understood. Any changes to agency goals further add to the confusion.
3. Office goals do not always interrelate to create agency goals.
4. Office goals and measurements are not shared.

5. No perceived accountability for failure to share information.
6. Lack of rewards and incentives in the agency.

Recommendations:

1. Reevaluate agency's goals based on parks vision and tourism marketing plan with cross-functional team representing various offices and functions and develop a consensus plan for the agency. (Executive agency director's participation is highly recommended.) (Refer to Appendices A, B and D.) *0-1 year.*
2. This cross-functional team should create a process for communicating a consensus plan throughout the agency in a manner that promotes acceptance, understanding and accountability. (process should follow recommendations prescribed in the *Internal Tools* section, page 25) (Refer to Appendices A, B, D and G.1.) *0-1 year.*
Some mid-year review to allow for changes in plan are in order.
3. Precise and defined office goals and measurements, which should reflect the above consensus plan, should be posted in a visible, public place within the agency (including field offices, i.e. Intranet). (Refer to Appendix G.1.) *1-2 years.*
4. Develop a PRIDE team to establish an agency-wide process for recognizing and rewarding employees on a regular basis, and should include rewards and recognition for quality internal communications. (Refer to Appendices F, G and H.)
0-1 year.

IV. Staff Contact and Teamwork

An important goal of creating cross-functional teams is to get more employees involved in running the business and to provide a work environment that promotes sharing work responsibilities. This thought is based on the assumption that individuals who are closest to the work know best what needs to be done and how. The July, 1997 Agency Survey showed that nearly two-thirds of the agency think it would be beneficial for representatives from other offices to attend project meetings. Further, Best Practices Assessments revealed successful organizations are strongly committed to implementing cross-functional teams. In the literature, Fagen stressed the need for democratic decision making within organizations. Emerging “network” structures within organizations build on the participation of “knowledge workers” that resemble what the PRIDE team concept hopes to accomplish within PRT.

While the value of cross-functional teams appears to be understood, its implementation has not yet met its potential, according to PRT Directors interviews.

Relevant Findings:

1. Individual units of agency often lack big-picture perspective.
2. Staff does not feel free to inquire about another office’s goals and objectives.

3. Uncommon for offices to invite other offices to exchange key information and / or meetings.
4. "Silo effect" prevalent between offices, resulting in a lack of inter-office teams and a duplication of efforts.
5. No system of implementation and follow-through exists for agreed-upon plans and projects.
6. Tenure and location affect preferences for types and manner of communication.
7. Agency-wide staff meetings and social function logistics are difficult, resulting in lack of inclusiveness and fewer meetings, especially for field staff.
8. Perception of "us" and "them" among agency offices as well as between field and central offices.
9. Information sometimes is withheld because "information is power."
10. Perception that leadership doesn't always understand rank-and-file realities.
11. Leadership does not always demonstrate a value for internal communications.
12. Directors need to communicate more effectively with their staffs.
13. Office directors meeting content is inadequate; does not include specifics on each office.
14. No effective mechanism in place for disseminating Market Research information in a timely manner.

Recommendations:

1. Minutes from directors meetings should be distributed to all staff members the day of the meeting. (Refer to Appendices A, B and D.) *0-90 days.*
2. During directors meetings, at least one office should make a progress presentation on ongoing projects and their relevance to agency goals, maximizing visual aids such as Power Point. All offices should make at least one presentation per year. (Refer to Appendices A, B, D and H.) *0-1 year.*
3. Office directors and key managers should have formal development / training on conducting effective meetings. (Refer to Appendix G.5.) *0-1 year.*
4. Defined and precise office goals and measurements should be posted in a visible, public place within the agency. (Refer to Appendix G.1.) *0-90 days.*
5. a.) Agency-wide meetings should be held quarterly, regardless of the difficulties. There are several meeting places in the Columbia area that can accommodate a gathering this size. Possibilities include the State Museum's auditorium, USC's Coliseum, Archives and History, and ETV meeting places. Meetings should be held two consecutive days to enable all field and central staff to attend without compromising PRT functions and services; therefore, attendance should be mandatory.

b.) These meetings could be hosted on a rotating basis by individual offices, which would make a presentation of their office's key issues, projects and goals. The meetings also could incorporate office-by-office rewards and

recognition for staff, team building exercises and an opening address by the executive director. (Refer to Appendices G.1. and G.2.) *0-1 year.*

6. Use Parks district-wide meetings as a venue for PRT district field employees to meet, including Welcome Center and Heritage Tourism staffs. Meetings should also include representatives from support offices such as Recreation Planning and Design and Information Technology. (Refer to Appendices A, B and E.) *0-1 year.*
7. When developing meetings, consideration should be given to location differences and staff contact methods should consider preference differences found in tenured employees (those who worked at SC PRT for many years still prefer paper memo to e-mail.) (Refer to Appendix B.) *0-90 days.*
8. Central office directors and managers should visit field offices on a regular basis for positive reinforcement, praise and recognition. (Refer to Appendix B.) *0-1 year.*
9. Agency leaders should be sensitive to use language in terms of "PRT," (we), rather than in terms of their own office when communicating. This can be reflected in meetings, speeches, presentations and in daily contact. Directors should lead by example and correct staff as needed. (Refer to Appendices A, B, D, G and H.) *0-90 days.*
10. An award system should recognize the sharing of information. Likewise, intentional withholding of vital information should not be tolerated and should be handled in a manner consistent with PRT disciplinary procedures.

Examples of both good and bad practices could be used for the purposes of educating key managers and directors. (Refer to Appendices G.1., G.2. and H.) *1-1 ½ years.*

11. Executive management should identify ways to demonstrate value for quality communications, through methods such as using one's own computer for e-mail messages, personal article in newsletter and praising instances of good communication. (Refer to Appendices G and H.) *0-90 days.*

12. Starting with our executive leadership, care should be taken to provide personal attention to things that are going right within the agency as well as correcting deficiencies. (Refer to Appendices E.1., F and G.6.) *0-90 days.*

13. Training on how to provide effective feedback should be given to office directors and key managers (see Orientation and Training on page 18). (Refer to Appendices C, F and G.6.) *0-1 year.*

14. Content of the bi-monthly office directors' meeting should be improved. SC PRT's Executive Director should lead it, there should be office updates, plus time for informal activity such as group problem-solving, team exercises or training presentations. Priority for meeting time should be based on what is best for the agency. The PRIDE committee recommends a meeting time of 9 a.m. to allow time for individual office staff meetings to follow directors' meetings. (A sample agenda can be found in Appendix E.3. Refer to Appendices A, B and C.) *0-90 days.*

15. Directorate should challenge office directors and managers to create cross-functional teams, and reward and recognize such efforts. (Refer to Appendices G.1., G.2., G.6. and H.) *0-90 days.*
16. Regarding teams, one member should be identified as the information officer of that team, with the responsibility of informing pertinent staff of important findings. (Refer to Appendix H.) *0-90 days.*
17. This PRIDE committee recommends developing at least three other PRIDE teams to address the budget process, training, and rewards and recognition. We also recommend organizing a cross-functional team to examine the development and communication of agency-wide goals. *See other timelines.*
18. Basic market research information that includes forecasting should be disseminated to all PRT offices on a timely, regular basis. Further, a listing of publications and research capabilities of the staff should be furnished to all offices. Each quarter, relevant PRT offices should provide the market research team with their research requests for prioritization. The research section also should know the research capabilities and initiatives of other PRT employees. (Refer to Appendices A, B, D and E.) *0-1 year.*

V. Internal Tools

Providing appropriate internal tools for communication is the cornerstone of true integration of an internal communications process. These tools can take many forms but must be accessible and consistent to be effective.

Relevant Findings:

1. Important for central office to communicate with field offices.
2. Inconsistent technologies exist among offices.
3. Difficulty in contacting field personnel.
4. Current computers don't allow for mobility in the field.
5. There is an inconsistency in preferences between the field and central offices for the delivery of communication. Field offices prefer contact via telephone despite limited office hours.
6. There is great interest in an agency newsletter.
7. Agency calendar's location not well known or consistently used, which limits its effectiveness.
8. Leadership does not set an appropriate example for communication via available technology.

Recommendations:

1. A Chief Information Officer should be hired to manage the major functions of SC PRT's internal communications (Refer to Appendix E.5. for complete Position Description, refer to Appendices D and E for recommendation)
2. Field office preference for hard copy communications should be considered when developing any communications plan. Efforts should be made, however, to encourage using available technologies as much as possible. (Refer to Appendices A and B.) *0-90 days.*
3. Establish a realistic agency standard for technology and add it to the long-range budget projection. (Refer to Appendices B, D and E.) *1-2 years.*
4. Rather than an agency-wide calendar, offices should be responsible for the schedules of their own staffs. The PRIDE team recommends each office use its Administrative Assistant to manage the office calendar. (Refer to Appendices A, B and E.) *0-90 days.*
5. Establish an internal newsletter in hard copy and / or electronic formats. Newsletter should include message from the director, office updates, new hires and resignations, major agency events, recent press coverage, awards and recognition (internal and industry awards). (Refer to Appendices B, E, G.1., G.2. and H.) *1-2 years.*
6. Establish an agency internal Intranet to showcase office projects, internal news, agency forms (how to fill out leave slips, reimbursement forms, etc.), bulletin board items, mission statement, goals and objectives, and major events. It will

function like a true Internet site for the agency only. (Refer to Appendices G.1. and G.2.) *1-2 years.*

7. Executive management should identify ways to demonstrate value for quality communications, through methods such as using one's own e-mail address for messages, writing a personal article in newsletter and praising instances of good communication. (Refer to Appendices A, B, D, E, G and H.) *0-90 days.*
8. PRT field offices should observe a policy whereby staff checks e-mail on a regular established basis. (Refer to Appendices A and B.) *0-90 days.*
9. In order to provide basic tools to field offices, all should have answering machines, fax machines and copiers. (Refer to Appendices A and B.) *0-1 year.*
10. A representative from every field office should have a pager furnished through agency project funds. (Refer to Appendices A, B and E.) *1-2 years.*
11. Each park district should have a laptop for each district superintendent as a means for improved communications for e-mail. *1-2 years.*
12. Physical bulletin boards should be kept in an area that's highly visible to the public, and out of individual offices, to promote sharing of information. This location should have specific and defined office goals and quarterly measurements posted at all times. (Refer to Appendices G.1. and H.) *0-1 year.*

VI. Legislative Issues and External Media

To be effective, agency employees must be regularly informed about the external and political environment in which they work. This knowledge helps employees make rational decisions on a day to day basis that contribute to the overall mission of the agency. Directors' Interviews indicated a strong need for legislative information that is specifically relevant at the office level. Both the May, 1997 Situation Appraisal Interview and the July, 1997 Agency Survey indicated the vast majority of SC PRT employees have little knowledge of external media events or pertinent legislative issues. Best Practices Assessments revealed that successful organizations post public media information in a readily accessible area or through easily accessible means.

Relevant Findings:

1. Legislative reports are currently not delivered agency wide. E-mail is preferred, and reports should be prepared office-specific.
2. Process of distributing news releases, external communications and newspaper clippings is ineffective.
3. Funding mechanism for agency unclear.
4. Relevance of legislative issues is not clearly conveyed to each office.

Recommendations:

1. Legislative reports should be delivered to every staff member categorized by related office. (Refer to Appendices A, B, D and E.) *0-90 days.*
2. Pursue an alternate clipping service, preferably electronic, in order to increase the effectiveness and efficiency of clippings and increase the variety of clippings available to our staff. Consideration should be made for weekly newspapers for Heritage and Parks. (Refer to Appendices A, B and E.) *0-1 year.*

Clippings should at least include:

- ☐ PRT-originated press releases
 - ☐ Any coverage on staff awards from industry or other sources
 - ☐ Major events at state parks and other field offices
 - ☐ Major marketing campaigns
 - ☐ Articles that affect tourism, heritage or natural resource management or development.
3. Develop consistent procedure for the delivery of news releases and other media communication efforts as appropriate to all staff. (Refer to Appendices A, B and G.1.) *0-90 days.*
 4. Disseminate information regarding funding sources for PRT. (Refer to Appendices A, B and E.) *0-90 days.*
 5. Copies of all publications, studies and reports for external use should be kept on file in the PRT Market Research library, and they should be added to the

library in real time. Create a hot button on Intranet that gives a list of new publications or new external communications that have been placed in the library. (Refer to Appendices A, B, D and E.) *0-90 days.*

6. The agency's major marketing campaign, director's speeches and other agency events should be made available to staff. (Refer to Appendices A and B.) *0-90 days.*

South Carolina
Department of Parks Recreation & Tourism
Communication PRIDE Team

RECOMMENDATIONS VS. COMMON THREADS RELATIONSHIPS

	WORK ENVIRONMENT				
	PHYSIOLOGICAL	PROCEDURAL	PHYSICAL	CONTENT	DELIVERY
MANAGEMENT SHOULD PROVIDE PERSONAL ATTENTION TO THINGS THAT ARE GOING WELL	X	X			
AGENCY LEADERS SHOULD BE SENSITIVE TO LANGUAGE USE LIKE "US AND THEM"	X			X	
MANAGEMENT SHOULD IDENTIFY WAYS TO DEMONSTRATE VALUE FOR QUALITY COMMUNICATIONS	X	X			
OFFICES SHOULD BE RESPONSIBLE FOR THE SCHEDULES OF THEIR STAFF		X	X	X	
EACH TEAM SHOULD IDENTIFY A COMMUNICATION OFFICER		X	X		
MEETING AND TEAMWORK TRAINING FOR DIRECTORS	X	X			
MEETING AND TEAMWORK TRAINING FOR KEY MANAGERS	X	X			
COPIES OF PRT PUBLICATIONS SHOULD BE ADDED TO PRT'S LIBRARY IN REAL TIME		X		X	X
OFFICE GOALS AND MEASURES SHOULD BE POSTED IN A VISIBLE AND PUBLIC AREA	X	X	X		
DESIGNATE OR HIRE A CHIEF INFORMATION OFFICER		X			X
DEVELOP PRIDE TEAM FOR REWARDS AND RECOGNITION	X	X			
REEVALUATE AGENCY'S GOALS AND DEVELOP A CONSENSUS PLAN	X	X		X	
DEVELOP TEAM TO COMMUNICATE AGENCY'S CONSENSUS PLAN	X			X	X
DEVELOP A PRIDE TEAM TO EXAMINE AGENCY TRAINING	X	X		X	
DISSEMINATE INFORMATION TO ALL STAFF REGARDING FUNDING SOURCE FOR PRT	X	X		X	
ESTABLISH AND COMMUNICATE A PROGRAM FOR GRANT MANAGEMENT	X	X		X	
DEVELOP PRIDE TEAM TO ESTABLISH NEW BUDGET INFORMATION PROCESS	X	X		X	X
DEVELOP A PROCEDURE TO ANNOUNCE RESIGNATIONS, VACANCIES AND NEW HIRES	X	X		X	
ESTABLISH AND ENFORCE A DISCIPLINARY POLICY FOR SHARING CONFIDENTIAL HUMAN RESOURCE INFORMATION	X	X		X	
DEVELOP AND DISTRIBUTE UP TO DATE EMPLOYEE HANDBOOKS & INCLUDE IN ORIENTATION PROGRAM	X	X		X	
ESTABLISH MANDATORY AGENCY ORIENTATION PROGRAM FOR NEW HIRES	X	X		X	X
INCORPORATE STAFF TRAINING INTO DIRECTOR'S EPMS, OFFICE GOALS AND POSITION REQUIREMENTS	X	X			
FOLLOW EPMS STANDARDS AND PROCEDURES FOR DIRECTORS	X	X			
ESTABLISH CAREER PATH DEVELOPMENT FOR EMPLOYEES	X	X			
ESTABLISH AN AGENCY WIDE POLICY MANUAL FOR HRM, TECHNOLOGY, PROCUREMENT AND FINANCE		X		X	
ASSIST HRM IN DEVELOPING AGENCY WIDE POLICY MANUAL PERTAINING TO TECHNOLOGY		X		X	
ESTABLISH AN AGENCY WIDE INTRANET	X			X	X
ESTABLISH AGENCY STANDARD FOR TECHNOLOGY AND ADD TO LONG RANGE BUDGET	X		X		X
DEVELOP CONSISTENT PROCEDURE FOR DELIVERY OF PRESS RELEASES TO ALL STAFF	X	X		X	X
MARKET RESEARCH INFORMATION SHOULD BE DISSEMINATED TO PRT OFFICES ON A TIMELY, REGULAR BASIS.				X	X
PURSUER AN ALTERNATE CLIPPING SERVICE		X		X	X
ESTABLISH AN INTERNAL NEWSLETTER	X			X	X
ESTABLISH A POLICY THAT REQUIRES FIELD OFFICES TO CHECK THEIR E-MAIL REGULARLY	X	X	X	X	X
ESTABLISH DISTRICT WIDE MEETINGS FOR ALL FIELD OFFICES AND SUPPORT OFFICES	X	X	X	X	X
CENTRAL OFFICE DIRECTORS AND MANAGERS SHOULD VISIT FIELD OFFICES MORE OFTEN	X		X		X
PROVIDE FIELD OFFICES WITH BASIC TECHNOLOGY TOOLS (ANSWERING MACHINE, FAX, COPIER)	X		X		X
PROVIDE KEY FIELD PERSONNEL WITH PAGERS	X	X			X
DISTRIBUTE MINUTES FROM DIRECTORS' MEETING TO PRT STAFF ON THE SAME DAY AS THE MEETING	X	X		X	X
PROVIDE DIRECTORS A CLEAR DIRECTION ON AGENCY SPECIFIC POLICIES SUCH AS HIRING	X	X			
CHALLENGE, RECOGNIZE AND REWARD DIRECTORS AND MANAGERS WHO UTILIZE CROSS FUNCTIONAL TEAMS	X	X			X
IMPROVE CONTENT OF THE BI-MONTHLY OFFICE DIRECTORS' MEETING	X	X		X	
DISSEMINATE LEGISLATIVE REPORTS CATEGORIZED BY OFFICE TO STAFF	X	X		X	
PROVIDE LIMITED FUNDING FOR TRAINING UNTIL TRAINING PROGRAM HAS BEEN IMPLEMENTED	X			X	
HOLD QUARTERLY AGENCY WIDE MEETINGS	X	X	X	X	X
PROVIDE LAPTOP COMPUTERS FOR DISTRICT PERSONNEL	X	X			X

PRIDE Implementation

While the PRIDE Team's recommendations cover a wide range of activity, obviously a few actions will merit more attention and are of greater overall importance. Specifically, the team promotes

- ❑ a better organized and more comprehensive training for staff,
- ❑ a comprehensive policy manual and
- ❑ an orientation program,

and believes these items are vital prerequisites for building an improved communications process within the organization. Additionally, staffing a communications officer position would significantly leverage, prioritize and ensure progress in using the many internal tools available for communications within the agency. Finally, PRIDE Teams are a particularly useful mechanism for addressing agency-wide issues and should be used accordingly.

Other issues that should be addressed in implementation answer the questions of responsibility for implementation, timeliness and tracking. The team is

recommending the attached chart of which tasks are agency-wide and which will be the primary responsibility of individual offices. Within the attached recommendations, consideration is given to the timing of tasks:

- ☐ within 30 days,
- ☐ three months,
- ☐ six months,
- ☐ nine months,
- ☐ one year and
- ☐ 18 months

-- and necessary sequencing (Refer to chart on page 30.) Additionally, some tasks will need to be initiated within the anticipated time frame, and some tasks will need to be completed. The team has tried to delineate each on the accompanying charts.

The team anticipates initially presenting our findings and recommendations to the Steering Committee following a briefing of the agency director, and then holding an agency-wide meeting to inform staff. For tracking and accountability purposes, the team recommends that six months from rollout, the PRIDE Team on internal communications be reconvened to monitor what activity has been initiated and

make recommendations to the Steering Committee about necessary future actions. A tracking chart is enclosed for use by the chair of the Steering Committee until such time as the PRIDE Team is reconvened. Further, recommendations are broken down by office issues on a timeline that follows on page 31.

South Carolina

Department of Parks Recreation & Tourism

Communication PRIDE Team

IMPLEMENTATION TRACKING CHART

	1 MONTH	3 MONTHS	6 MONTHS	9 MONTHS	12 MONTHS	18 MONTHS
MANAGEMENT SHOULD PROVIDE PERSONAL ATTENTION TO THINGS THAT ARE GOING WELL						
AGENCY LEADERS SHOULD BE SENSITIVE TO LANGUAGE USE LIKE "US AND THEM"						
MANAGEMENT SHOULD IDENTIFY WAYS TO DEMONSTRATE VALUE FOR QUALITY COMMUNICATIONS						
OFFICES SHOULD BE RESPONSIBLE FOR THE SCHEDULES OF THEIR STAFF						
EACH TEAM SHOULD IDENTIFY A COMMUNICATION OFFICER						
MEETING AND TEAMWORK TRAINING FOR DIRECTORS						
MEETING AND TEAMWORK TRAINING FOR KEY MANAGERS						
COPIES OF PRT PUBLICATIONS SHOULD BE ADDED TO PRT'S LIBRARY IN REAL TIME						
OFFICE GOALS AND MEASURES SHOULD BE POSTED IN A VISIBLE AND PUBLIC AREA						
DESIGNATE OR HIRE A CHIEF INFORMATION OFFICER						
DEVELOP PRIDE TEAM FOR REWARDS AND RECOGNITION						
REEVALUATE AGENCY'S GOALS AND DEVELOP A CONSENSUS PLAN						
DEVELOP TEAM TO COMMUNICATE AGENCY'S CONSENSUS PLAN						
DEVELOP A PRIDE TEAM TO EXAMINE AGENCY TRAINING						
DISSEMINATE INFORMATION TO ALL STAFF REGARDING FUNDING SOURCE FOR PRT						
ESTABLISH AND COMMUNICATE A PROGRAM FOR GRANT MANAGEMENT						
DEVELOP PRIDE TEAM TO ESTABLISH NEW BUDGET INFORMATION PROCESS						
DEVELOP A PROCEDURE TO ANNOUNCE RESIGNATIONS, VACANCIES AND NEW HIRES						
ESTABLISH AND ENFORCE A DISCIPLINARY POLICY FOR SHARING CONFIDENTIAL HUMAN RESOURCE INFORMATION						
DEVELOP AND DISTRIBUTE UP TO DATE EMPLOYEE HANDBOOKS & INCLUDE IN ORIENTATION PROGRAM						
ESTABLISH MANDATORY AGENCY ORIENTATION PROGRAM FOR NEW HIRES						
INCORPORATE STAFF TRAINING INTO DIRECTOR'S EPMS, OFFICE GOALS AND POSITION REQUIREMENTS						
FOLLOW EPMS STANDARDS AND PROCEDURES FOR DIRECTORS						
ESTABLISH CAREER PATH DEVELOPMENT FOR EMPLOYEES						
ESTABLISH AN AGENCY WIDE POLICY MANUAL FOR HRM, TECHNOLOGY, PROCUREMENT AND FINANCE						
ASSIST HRM IN DEVELOPING AGENCY WIDE POLICY MANUAL PERTAINING TO TECHNOLOGY						
ESTABLISH AN AGENCY WIDE INTRANET						
ESTABLISH AGENCY STANDARD FOR TECHNOLOGY AND ADD TO LONG RANGE BUDGET						
DEVELOP CONSISTENT PROCEDURE FOR DELIVERY OF PRESS RELEASES TO ALL STAFF						
MARKET RESEARCH INFORMATION SHOULD BE DISSEMINATED TO PRT OFFICES ON A TIMELY, REGULAR BASIS.						
PURSUE AN ALTERNATE CLIPPING SERVICE						
ESTABLISH AN INTERNAL NEWSLETTER						
ESTABLISH A POLICY THAT REQUIRES FIELD OFFICES TO CHECK THEIR E-MAIL REGULARLY						
ESTABLISH DISTRICT WIDE MEETINGS FOR ALL FIELD OFFICES AND SUPPORT OFFICES						
CENTRAL OFFICE DIRECTORS AND MANAGERS SHOULD VISIT FIELD OFFICES MORE OFTEN						
PROVIDE FIELD OFFICES WITH BASIC TECHNOLOGY TOOLS (ANSWERING MACHINE, FAX, COPIER)						
PROVIDE KEY FIELD PERSONNEL WITH PAGERS						
DISTRIBUTE MINUTES FROM DIRECTORS' MEETING TO PRT STAFF ON THE SAME DAY AS THE MEETING						
PROVIDE DIRECTORS A CLEAR DIRECTION ON AGENCY SPECIFIC POLICIES SUCH AS HIRING						
CHALLENGE, RECOGNIZE AND REWARD DIRECTORS AND MANAGERS WHO UTILIZE CROSS FUNCTIONAL TEAMS						
IMPROVE CONTENT OF THE BI-MONTHLY OFFICE DIRECTORS' MEETING						
DISSEMINATE LEGISLATIVE REPORTS CATEGORIZED BY OFFICE TO STAFF						
PROVIDE LIMITED FUNDING FOR TRAINING UNTIL TRAINING PROGRAM HAS BEEN IMPLEMENTED						
HOLD QUARTERLY AGENCY WIDE MEETINGS						
PROVIDE LAPTOP COMPUTERS FOR DISTRICT PERSONNEL						

South Carolina
Department of Parks Recreation & Tourism
Communication PRIDE Team

RECOMMENDATIONS	RESOURCES
MANAGEMENT SHOULD PROVIDE PERSONAL ATTENTION TO THINGS THAT ARE GOING WELL	EXISTING STAFF RESOURCES
AGENCY LEADERS SHOULD BE SENSITIVE TO LANGUAGE USE LIKE "US AND THEM"	EXISTING STAFF RESOURCES
MANAGEMENT SHOULD IDENTIFY WAYS TO DEMONSTRATE VALUE FOR QUALITY COMMUNICATIONS	EXISTING STAFF RESOURCES
OFFICES SHOULD BE RESPONSIBLE FOR THE SCHEDULES OF THEIR STAFF	EXISTING STAFF RESOURCES
EACH TEAM SHOULD IDENTIFY A COMMUNICATION OFFICER	EXISTING STAFF RESOURCES
MEETING AND TEAMWORK TRAINING FOR DIRECTORS	\$1,000.00 PER MEETING
MEETING AND TEAMWORK TRAINING FOR KEY MANAGERS	\$1,000.00 PER MEETING
COPIES OF PRT PUBLICATIONS SHOULD BE ADDED TO PRT'S LIBRARY IN REAL TIME	EXISTING STAFF RESOURCES
OFFICE GOALS AND MEASURES SHOULD BE POSTED IN A VISIBLE AND PUBLIC AREA	EXISTING STAFF RESOURCES
DESIGNATE OR HIRE A CHIEF INFORMATION OFFICER	SALARY DEPENDENT ON DUTIES
DEVELOP PRIDE TEAM FOR REWARDS AND RECOGNITION	EXISTING STAFF RESOURCES
REEVALUATE AGENCY'S GOALS AND DEVELOP A CONSENSUS PLAN	EXISTING STAFF RESOURCES
DEVELOP TEAM TO COMMUNICATE AGENCY'S CONSENSUS PLAN	EXISTING STAFF RESOURCES
DEVELOP A PRIDE TEAM TO EXAMINE AGENCY TRAINING	EXISTING STAFF RESOURCES
DISSEMINATE INFORMATION TO ALL STAFF REGARDING FUNDING SOURCE FOR PRT	EXISTING STAFF RESOURCES
ESTABLISH AND COMMUNICATE A PROGRAM FOR GRANT MANAGEMENT	EXISTING STAFF RESOURCES
DEVELOP PRIDE TEAM TO ESTABLISH NEW BUDGET INFORMATION PROCESS	EXISTING STAFF RESOURCES
DEVELOP A PROCEDURE TO ANNOUNCE RESIGNATIONS, VACANCIES AND NEW HIRES	EXISTING STAFF RESOURCES
ESTABLISH AND ENFORCE A DISCIPLINARY POLICY FOR SHARING CONFIDENTIAL HUMAN RESOURCE INFORMATION	EXISTING STAFF RESOURCES
DEVELOP AND DISTRIBUTE UP TO DATE EMPLOYEE HANDBOOKS & INCLUDE IN ORIENTATION PROGRAM	\$1,000.00
ESTABLISH MANDATORY AGENCY ORIENTATION PROGRAM FOR NEW HIRES	EXISTING STAFF RESOURCES
INCORPORATE STAFF TRAINING INTO DIRECTOR'S EPMS, OFFICE GOALS AND POSITION REQUIREMENTS	EXISTING STAFF RESOURCES
FOLLOW EPMS STANDARDS AND PROCEDURES FOR DIRECTORS	EXISTING STAFF RESOURCES
ESTABLISH CAREER PATH DEVELOPMENT FOR EMPLOYEES	EXISTING STAFF RESOURCES
ESTABLISH AN AGENCY WIDE POLICY MANUAL FOR HRM, TECHNOLOGY, PROCUREMENT AND FINANCE	\$500.00
ASSIST HRM IN DEVELOPING AGENCY WIDE POLICY MANUAL PERTAINING TO TECHNOLOGY	EXISTING STAFF RESOURCES
ESTABLISH AN AGENCY WIDE INTRANET	EXISTING STAFF RESOURCES
ESTABLISH AGENCY STANDARD FOR TECHNOLOGY AND ADD TO LONG RANGE BUDGET	EXISTING STAFF RESOURCES
DEVELOP CONSISTENT PROCEDURE FOR DELIVERY OF PRESS RELEASES TO ALL STAFF	EXISTING STAFF RESOURCES
MARKET RESEARCH INFORMATION SHOULD BE DISSEMINATED TO PRT OFFICES ON A TIMELY, REGULAR BASIS.	EXISTING STAFF RESOURCES
PURSUER AN ALTERNATE CLIPPING SERVICE	\$2,500.00 PER YEAR
ESTABLISH AN INTERNAL NEWSLETTER	\$2,500.00
ESTABLISH A POLICY THAT REQUIRES FIELD OFFICES TO CHECK THEIR E-MAIL REGULARLY	EXISTING STAFF RESOURCES
ESTABLISH DISTRICT WIDE MEETINGS FOR ALL FIELD OFFICES AND SUPPORT OFFICES	EXISTING STAFF RESOURCES
CENTRAL OFFICE DIRECTORS AND MANAGERS SHOULD VISIT FIELD OFFICES MORE OFTEN	EXISTING STAFF RESOURCES
PROVIDE FIELD OFFICES WITH BASIC TECHNOLOGY TOOLS (ANSWERING MACHINE, FAX, COPIER)	\$***
PROVIDE KEY FIELD PERSONNEL WITH PAGERS	\$6.00 PER MONTH PER PERSON
DISTRIBUTE MINUTES FROM DIRECTORS' MEETING TO PRT STAFF ON THE SAME DAY AS THE MEETING	EXISTING STAFF RESOURCES
PROVIDE DIRECTORS A CLEAR DIRECTION ON AGENCY SPECIFIC POLICIES SUCH AS HIRING	EXISTING STAFF RESOURCES
CHALLENGE, RECOGNIZE AND REWARD DIRECTORS AND MANAGERS WHO UTILIZE CROSS FUNCTIONAL TEAMS	DIRECTORS DISCRETION
IMPROVE CONTENT OF THE BI-MONTHLY OFFICE DIRECTORS' MEETING	EXISTING STAFF RESOURCES
DISSEMINATE LEGISLATIVE REPORTS CATEGORIZED BY OFFICE TO STAFF	EXISTING STAFF RESOURCES
PROVIDE LIMITED FUNDING FOR TRAINING UNTIL TRAINING PROGRAM HAS BEEN IMPLEMENTED	\$10,000.00
HOLD QUARTERLY AGENCY WIDE MEETINGS	\$6,000.00 PER YEAR
PROVIDE LAPTOP COMPUTERS FOR DISTRICT PERSONNEL	\$20,000.00

PRIDE Internal Communications

APPENDIX

- A. May, 1997 Situation Appraisal Interviews
- B. July, 1997 Agency Survey
- C. PRIDE Work Plan
- D. Directors' Interviews
- E. PRIDE Meeting Notes
 - E.1. Sample Agenda for Agency-Wide Orientation
 - E.2. Sample Agenda for Office-Wide Orientation
 - E.3. Sample Agenda for Directors' Meeting
 - E.4. Contents of Employee Handbook
 - E.5. Position Description for Chief Information Officer
- F. State of SC Regulations on Employee Rewards and Recognition

- G. Best Practices Reports
 - G.1. Chem-Nuclear
 - G.2. Policy Management Systems Corp.
 - G.3. Preferred Billing and Management Systems
 - G.4. Burroughs & Chapin
 - G.5. Nathan Strong, CEQA, SC Budget & Control Board
 - G.6. Malcolm Baldrige Quality Award Criteria
- H. Literature Reviews Bibliography
 - H.1. Managing and Maintaining Organizational Cultures
 - H.2. Ten Tips Toward Creativity in the Workplace
 - H.3. Creativity in a Large Company
 - H.4. Organizing for Creativity
 - H.5. Public Sector Communication: Perspectives and Theories
 - H.6. Interdepartmental Communication
 - H.7. Changing the Roles of Top Management
 - H.8. Listening to People
 - H.9. Note on Process Observation
 - H.10. Team Learning
 - H.11. Barriers and Gateways to Communication

H.12. Facilitating Innovation in Large Organizations

H.13. The Fifth Discipline

H.14. Beyond Systems to People

Appendix A

PRIDE Team on Internal Communications

Situation Appraisal Interviews

5/97

1. What forms of internal communications does your office use?

- Uses all forms of communications, including memos , e-mail, telephone, face-to-face meetings..
- Email, telephone, update meetings.....formal and informal, have begun having weekly staff meetings...helpful.; everyone also sees weekly report...it's a file everyone updates and has access to...; also circulate agencywide weekly report within office.
- Word of mouth
- Email (some of our technicians don't have e-mail)
- Monthly staff meetings to discuss problems or concerns
- Very little direct communication between director and staff...most info. filtered through no. 2 person
- (Staff feels director doesn't come down to their level; would like him to be more involved with them as staff and as people.)
- Mostly verbal

- When we have a question, we can ask in person or call and usually get an answer. There's nothing we can't ask about. We also have occasional staff meetings. If a problem exists, we go to our supervisor.
- Pagers, phone, e-mail, staff meetings, one-on-one, Overall, office communication is pretty high. Though it can always, always be improved.
- Sporadic - catch as catch can.....attribute that to director's personality. Lacks organization... Reluctant to delegate. Tends to be reactive, responsive. Therefore, staff is reactive, responsive. Personality affects communications.
- Staff meetings are good when we have them... Director provides interpretation of current situation, hot topics, etc.... meetings could be tighter.... have an agenda
- Within office, communication is pretty good. We're each fairly conscious of importance of sharing info. Interested in making sure left hand knows what right hand is doing.
- Not really good... there's different levels of expertise... not everyone knows how to use e-mail; in some cases, not everyone has e-mail capability.
- Written via e-mails & memos and verbal via telephone & face to face
- Uses all forms of communications, including memos , e-mail, telephone, face-to-face meetings..
- Verbal communication
- Fax
- Telephone
- Park Radio's
- Fax
- Memos
- Post it notes

- E-Mail
- US Mail
- Grapevine
- EPMS
- Staff meetings
- Mentoring
- Information Bulletin Board
- Park Manuals
- Publications
- Memos, telephone, fax, weekly sales meetings, weekly staff meetings, weekly manager and director meeting, e-mail, informal notes, one-on-one meetings, verbal, letters, body language, reader file, letter, grapevine and routing
- Email, telephone, update meetings, formal and informal, have begun having weekly staff meetings...helpful.; everyone also sees weekly report...it's a file everyone updates and has access to...; also circulate agency wide weekly report within office.
- Word of mouth
- Email (some of our technicians don't have e-mail)
- Telephone, email, mailboxes for paper mail; pagers, face-to-face (specialist)
- Face-to-face, email, telephone, pagers (manager)
- Telephone, voicemail, pager, webpaging, email, bulletin board postings, face-to-face, staff meetings (director)
- Paper memos, email, telephone, staff meetings, printed mail (specialist)
- Face-to-Face, emails, memos, staff meetings (temp specialist)
- Meetings, email, telephone, fax, car phone, pager, face-to-face (director)
- Telephone, voicemail, email, face-to-face (specialist)

- Talking, email, written reports, staff meetings, director meetings, agency calendar, sign-out board, quarterly newsletter (manager)
- Email, telephone (temp specialist)
- Telephone, email, circulate memos (specialist)
- Email, verbal, post paper on the bulletin board (temp)
- Email, electronic bulletin board, telephone (specialist)
- Monthly staff meetings to discuss problems or concerns
- Very little direct communication between director and staff...most info. filtered through no. 2 person (staff feel director doesn't come down to their level; would like him to be more involved with them as staff and as people.)
- Telephone, memos, routing, e-mail, personal communication
- Intercom, reading file, coyp/distribute, voice mail, written notes
- Mostly verbal
- When we have a question, we can ask in person or call and usually get an answer. There's nothing we can't ask about. We also have occasional staff meetings. If a problem exists, we go to our supervisor.
- Pagers, phone, e-mail, staff meetings, one-on-one, Overall, office communication is pretty high. Though it can always, always be improved.
- Sporadic - catch as catch can....attribute that to director's personality. Lacks organization. Reluctant to delegate. Tends to be reactive, responsive. Therefore, staff is reactive, responsive. Personality affects communications.
- Staff meetings are good when we have them....Director provides interpretation of current situation, hot topics, etc....meetings could be tighter....have an agenda

- Within office, communication is pretty good. We're each fairly conscious of importance of sharing info. Interested in making sure left hand knows what right hand is doing.
- Letters & memos / E-mail / Fax / Telephone / grapevine / word-of-mouth /
- One-on-one / meetings
- Memorandums by Fax & US Mail
- Staff Meetings
- Telephone - individual & conference
- Forms of internal communications within our office include e-mail, voice mail, routing slips for articles, show follow-up reports, memos, weekly section meetings, monthly DMO meetings and of course face-to-face and/or verbal communications.
- Email, Voice Mail, FAX, Telephone, Memo's, or just notes left on your desk,
- and in person.
- MEMO
- FAX
- E MAIL
- PHONE
- Email, fax, and inter-office memo
- Fax, e-mail, telephone, conference calls, mail
- Fax, Email, phone, and memo
- Mail, phone, e-mail, fax
- E-mail: immediate, fast, easy
- FAX: if picture is involved
- Form of internal communications:
- Email, fax, mail, phone

- Fax, Email, Phone, Memos
- Not really good... there's different levels of expertise... not everyone knows how to use Email; in some cases, not everyone has e-mail capability.

2. What is the best form of internal communications and why?

- Memos official document, precise and intended instruction.
- Staff Meetings. Verbal followed by written to insure the individual received the info.
- Written or E-Mail. There is no misunderstanding of the message.
- A mixture of all of the above. It depends on the nature of the situation.
- Phone because you get a quicker answer. You have a chance to ask questions.
- Fax machine because it is more efficient.
- Staff meetings. They provide two way communication
- Phone - need to be able to clarify and ask questions when needs are there.
- Face to face oral communication decreases the chances of misunderstood messages and it provides an effective medium for clear and concise communication.
- Don't think one type can serve all purposes. Need mix to communicate effectively.
- Likes face-to-face communications the best.
- Monthly meeting...
- Face-to-face
- Different forms for different reasons -
- E-mail, meetings, telephone, one-on-one,
- Sneaker-net....face-to-face.
- Need to have more meetings to share info.
- Best form of communication & why:
- Staff Meeting - gives opportunity to ask questions & understand
- chance for feedback & participation
- Memorandum by mail - managers get info before staff and get the
- chance to understand/review before presenting to staff

- There is no substitute for good ole' fashion face-to-face communications, but
- E-mail is great! It's fast and efficient. Receipts to show delivery was made
- Cost efficient (don't have to play 'telephone tag' with another party). Allows responses to be written on the same memo, thereby eliminating excess paper waste and costly time by having to look up previously written memos.
- The best type of communication depends on the situation. For the immediate relay of messages, voice mail is a wonderful tool, for confirmed and fast receipt of information, e-mail is a pro. You can't beat the face-to-face meetings and verbal communication. I think that Amy does a great job of keeping us informed on all levels.
- Email for info that is not urgent. Voice mail or in person for urgent.
- E-MAIL - currently working well--quick & can keep record of it.
- find quickly
- FAX - accurate - fairly quick, bulky to file, easy for all to
- PHONE - quick, but no record if documentation needed
- MEMO - accurate, but slow & bulky to file--useful for frequent
- reference
- Email
- Email and fax are our best due to the speed we receive
- Email--Fast and it only takes a second to file or delete
- Telephone, Talking to the person directly is the best way. No missing E-Mail, Faxes, etc
- Email -- click once to send vs. 100 paper copies; no waiting on inter-office mail, however a lot of people don't check their email. (specialist)

- 1st – face-to-face, 2nd – telephones, 3rd – email: immediate interaction or feedback is always better than waiting on a response (specialist)
- One-to-one, in person: it assures the highest likelihood of the message being communicated correctly (director)
- Face-to-face: you have the ability to communicate via non-verbal as well as verbally (manager)
- Telephone: it is the quickest, especially if the person is right in the office, most efficient (specialist)
- One-on-one, you can check for good communication via body language, facial expressions, nuances (director)
- Email: because it is readily accessible, you have a permanent copy electronically as well as on paper. I can refer back to it. Has a lot of flexibility to it: I can cut, copy, past exact quotes from other documents into it, and attach documents into it. (temp specialist)
- Staff meetings: we get an idea of what is going on overall and how we fit into the picture. Working as an island does not take advantage of parallel projects that others are doing. (manager)
- Email: because using the phone list is difficult because I don't know what office each person is with. With email you can look at the office list and communicate with the proper office. (temp specialist)
- Email: you have a written copy, you can respond with a copy of the original, it is quick. (temp)
- Email: you have an audit trail, it is logged, marked as received, etc. (specialist)
- Email: we all check it pretty frequently. You get a written record of it. It doesn't get stuck in a box. Good for field staff. Reduces paper, saves money, trees. (specialist)

- Don't think one type can serve all purposes. Need mix to communicate effectively.
- Most effective is any form of written communication because it is easy to supply to others, leaves no room for questions and is factual
- If you are searching for feedback then meetings are more effective
- Combination of written and verbal, written is important for reference and details, while the verbal will be used for clarification.
- Agency wide - grapevine
- Office - one-on-one meetings
- Written is the most guaranteed to be remembered, it can be referred back to and used for verification
- E-mail, you can choose when you want to read it and it doesn't interrupt your work, sender knows you will receive it.
- Likes face-to-face communications the best.
- Memos, email
- Voice mail/electronic mail, eliminates use of staff time/telephone time/interruptions, cuts training time, more effective time management tool
- Monthly meeting...
- Face-to-face
- Different forms for different reasons -
- Email, meetings, telephone, one-on-one,
- Sneaker-net...face-to-face.
- Need to have more meetings to share info.

3. What is your perception of internal communications within the agency?

- My concern with internal communication is the lack of information that is shared internally from top down and the abundance of information that flows to the agency staff from external sources. What message does this send to our industry partners? My fear is this hinders the agency from achieving the leadership role within the industry.
- Perception is that internal communications across the agency is lacking, but do see some efforts to turn that around. For example, the monthly meetings marketing services is having with various sections...these can be effective if they are well managed.
- Agency wide...don't know what I don't know.... Know people in close proximity and what they do, but not others on other floors...Recognize there's information out there that may be useful to me in my job, but don't know who to go to to get it. For example...who knows the hotel folks who can help get good rates when a film company is coming in? Who keeps track of new developments?
- Would like to know what other departments do..perhaps through educational meetings and/or computer updates
- Have no real sense of what's going on throughout the agency.
- Not very good - There are times when we're not made aware of situations that affect cash-flow. If we're giving a heads up, we can help out. Some directors better about communicating information about upcoming expenses than others.
- All forms work well for different reasons
- Improving. Getting more info. by e-mail
- Different ways for different issues

- Within the agency, communication seems OK. Sometimes in finance, seems like people in agency don't listen when information about how to process paperwork is outlined or details about necessary documentation is spelled out. Staff acts as though they are put out by the questions...annoyed. The questions and documentation are necessary for US to get THEM the money or whatever.
- Mystery to me what other offices are doing. Clarification needed on weekly reports. Should we do them or not? If yes, then everyone should do it. Now, seems sporadic. Some do. Some don't.
- Among offices - communications... virtually non-existentcommunication tends to be oriented around projects.....need-to-know type information..
- Needs to be more broad-based communications about what people are doing.....maybe periodic report on projects..... example: Jim Schmid.....trails..his work could have some impact on advertising/marketing efforts.....don't know what's going on with that project...
- The new regular meetings between marketing services and other offices seems to be working.....but need to be more systematic....with an agenda and fixed time frame. need followup memo outlining next steps and who is responsible for taking them....Meeting attendees need to be committed to being on time.
- Working to develop manual for technical tasks for finance staff...currently use oral history technique.....pass it on word-of-mouth..
- Also working to develop user-friendly cheat-sheet for greater PRT staff.
- Perception of communication:
- For the most part communication is good. in recent years, we have been in the know more than before.

- The grapevine is out there, and it is disappointing to hear the word on things that effect our operation second-hand. It breaks down trust when others know your business first!
- I really don't know what is going on outside the office. The thing that Lou Fontana sends out does not deal with what projects someone may be working on or grants. (temp specialist)
- Poor – my communication with other parts of the agency is through key people in my office. (temp)
- Better than it was not that we have voicemail and email. Using voicemail is somewhat impersonal. I have good communications with the ones I work with but little to no connection with other offices outside of helpdesk calls. Years ago we set up meetings with different offices and it seemed to work real well. (specialist)
- There is some confusion as to which offices do what, where to go for answers. New people have a difficult time knowing who to call for different questions. I need to know how other divisions can help us so we don't repeat efforts. (specialist)
- We have all the technology there for communications, but certain people don't want to check their voicemail, email or let us know where they are. When offices don't know what each other is doing, you miss things. (specialist)
- Loose, there are pockets that communicate very well within the divisions, aggressively working on issues within their office. Directors are a group or subset that work well one-on-one but don't function well as a group. Grace needs to better use the director group. Her style can be frightening, strong, and discourages communication within the director group. There is very little communication from Grace beyond the director's group. Some directors are good at communicating from

her to their staff - others are not. Result is a "grapevine" style of communicating.
(director)

- Poorly – ImPRTnews makes an attempt on communications but there needs to be something more; better consistency; have it come out each Monday (for example) with policies and procedures explicitly stated, not interpretations. Very pragmatic- if you need information, it is usually last minute, composed and shot out on an "as needed" basis. (temp specialist)
- A joke, the only information I get is ImPRTnews. I only see who is getting married and who died! It doesn't tell you about park programs, state events, PRT/SC news releases, calendar of events, other offices' projects. (manager)
- It is half-and-half, I'm getting a lot of paper, some email. I hear who is having a baby, computer news, travel policies, etc. There are times when I have no idea about something. Whole offices are left out of the loop. (specialist)
- Efficient, I have never been unable to get in touch with who I am trying to reach. The system works well because we have so many ways to communicate. (specialist)
- Poor, from an office level we see the communications problems that the agency has with as few people as we have and all the technology available, our office changes staff meeting formats to try to improve communications and still an equal level of energy is not being exerted on an agency level. The more offices involved requires that the solution be more rigid with less selection. The best thing we have done is to keep the director's meetings twice each month. We have misplaced priorities. An example of misplaced priorities is the amount of energy we put into covering telephones, lack of responsibility that Administrative Assistants take on. (director)

- Poor, offices have no idea what each other is doing. Very mixed messages on what the Directorate says is happening, what our priorities are and what actually happens. People are afraid to ask questions for fear of a defensive reaction. (manager)
- Any AND all information exchanged within all levels of the agency pertinent
- to the day-to-day operations of the departments involved.
- Agency communication seems to be poor. Often, "the right hand doesn't know what the left hand is doing" (at times). At present, the "grapevine" seems to be the main line of communication within the agency and if you are not privy to that line (vine), you are sometimes left out of the loop.
- I think there is a lot lacking, we still hear a lot through the grapevine. If people would just say this is what we're doing and why, I think this would help this.
- Communication is occasionally used to provide or withhold info. that the agency wants (believes best) employees to know. This might be the reason the "grapevine" is still in operation. It might be better to let employees know directly from source to eliminate distortions, & promote "team atmosphere".
- Some are afraid to say what doesn't work - might be a "pet" project of another and cause resentment. When honesty, & openness are encouraged, promotion of mature, effective decisions result. Personal opinions are important, but should not control feedback.
- Communication should not be discouraged by group pressure.
- Diversity is strength. Fear of group rejection can limit ideas. What is effective in some areas/times, may not be in others. Even if idea is adopted, it needs to be heard.
- More communication going from top. Promotes "team" feeling & unity. Could eliminate negative atmosphere of "THEM" vs "US" plus promote "THEY CARE ABOUT US".

- APPLAUSE AREAS: Willingness by agency to work on all of the above.
- The door is being opened. It will be up to us to walk through it. Continued encouragement of elimination of possessiveness of ideas.
- Keeping everyone informed of changes or policies if it relates to them. Making everyone aware of what is going on in all departments.
- Poor...often hear things through regional people before we hear from PRT
- Our perception of internal communications within the agency is to keep us all aware of what's going on within our agency, both good news as well as bad
- Getting the word out to everyone: Accurate information received on time. No duplicates.
- Perception is that internal communications across the agency is lacking, but do see some efforts to turn that around. For example, the monthly meetings marketing services is having with various sections...these can be effective if they are well managed.
- Everyone working together communicating to provide best customer service.
- Substandard; needs input from all levels, need to be able to speak freely.
- Too slow. Takes to long to receive a answer some times to a simple question.
- The responsibility of everyone in Park Service
- Terrible between each section and each office
- Pretty well on Line
- Very important tool; always room for improvement from all parties. At this time information is not shared as needed.
- No problems
- Not standardized and slow at times
- Good but not always quick enough

- Needs a lot of work
- We make a good effort but often times someone is left out.
- Outdated, but improving.
- Improving with E-mail but no one seems to know to what extent we can use it.
- Average, lots of things happen in the agency that never reach the rank and file.
- Fragmented- too much information provided on a need to know basis.
- Below average- everything seems to be top secret.
- There is a lack of making "Vital" information known to staff. Vital is defined as information that we need to be knowledgeable about what's going on in agency. We find out about things from contact in industry or other staff.
- Works well
- Not very good
- From directorate level more could be done
- Offices don't want to share.
- There seems to be an effort made through news paper clippings, current events and important news memos
- Some information is not necessary for everyone to know
- Unaware of what other areas are doing from a planning stand point
- Communication seems to be after the fact, more reporting and informing rather than involving
- Perception seems to be from Directorate to Directors and not always shared from there
- Seems like it comes a little late
- Mediocre at best
- Offices are not aware of what other offices are doing

- No effort is made to inform offices when projects may affect them
- Improvements have been made and steps have been taken to continuously improve communications.
- There is room for improvement
- It's not a "down and out" situation
- Not aware of what the other offices are doing
- "Important Info" - The concept is good, but at times seems more personal than work related

4. Are you receiving timely and accurate information? Through what structure? And from what sources?

- Can't really answer because I don't know what I don't know.
- Occasionally realize there's information that may be of use to me as I work with clients.....who handles hotels, who knows where the best rates, who has the relationships to help my client get the best rates.
- Most office directors keep me informed about projects/expenses. Feel fairly well informed about programs.
- For the most part yes - from our manager and assistant manager
- & sometimes from the directorate
- Timely information received.
- Yes --- all forms listed above
- No, I usually have to follow up to ensure that what I heard verbally is true (usually not) from within our office. (temp specialist)
- No, only from within my office via staff meetings, weekly one-on-one with my director. I have no idea what is going on in other offices, only through friendships. (manager)
- Within our office, yes we are through email and weekly reports to our director, bi-monthly meetings, and information on what our office is doing. Within the agency, maybe -- I like the ImPRTnews but it seems like it could do more. Personal information gives a family membership feeling. ImPRTnews could give information on what projects are going on in the offices to coordinate efforts. (specialist)
- Can't really answer because I don't know what I don't know.

- Occasionally realize there's information that may be of use to me as I work with clients.....who handles hotels, who knows where the best rates, who has the relationships to help my client get the best rates.
- Most office directors keep me informed about projects/expenses. Feel fairly well informed about programs.
- Yes, getting timely accurate info. from sections by e-mail.
- Would like more information on the program side of the house. Have lots of the financial side.
- Scattered. Lack of leadership at the office director level. I don't know what heritage corridor is doing, Film is doing, etc.
- Yes, the information that I am getting is accurate and timely via email and interoffice memos. Information usually from Grace. Info. Tech. sends the most valuable information via email. (temp specialist)
- Yes, via email from key people in my office. Not much information outside of my office. (temp)
- No, I don't know what our agency offices are doing. (manager)
- Yes, via email, other offices, ImPRTnews (specialist)
- No, a lot of the messages that seem timely are not timely. Rumor mill knows a month before the "formal" announcement. The administrative offices (HRM, Finance, IT) keep people fairly well informed on things that directly impact the employee. We don't know at all what each office is supposed to be working on such as major issues, new park being built, etc. (director)
- Yes, somewhat. Via memos (ex: Mokie's credentials memo) and through ImPRTnews (less formal news) (specialist)

- From my staff, yes, via written weekly reports to me. We still need to decide how to spread information more between members of our office. We are accessible within the office and within the agency. Elizabeth Lowman is my chief point of contact for scheduling between our office and the Directorate. There is no system to meet with Grace. Scheduling seems very random. Buddy is very available via inter-office mail. (director)
- Yes, for the most part. Primarily from email from other office (I.T., Directorate, ImPRTnews) (specialist)
- Yes, via memos, notes in boxes, division calendars shared on Word and face-to-face. All of this communication is only within my office
- The distribution of timely and accurate information varies. Sometimes it's the industry who informs me what's going on right here in the Brown Building. That is really a very poor reflection on PRT, especially if we are aiming to be a leader to the industry. The clipping services from area newspapers is a good tool, when received consistently and timely. The Welcome Centers do a good job of routing pertinent articles to the central office for distribution.
- Real effort to provide timely, accurate information visible.
- Email has really assisted with interoffice communication.
- Continuing training in this area shows progress.
- Sources of timely, accurate information are within immediate office: Jane Jannack, Amy Duffy, Lorraine Hayes, David Elwert, Centers, Etta, Help Desk. The only limitations are due to lack of time due to workload. Would like to see inter-office communication opened up so gains could be made in partnering.
- On some things yes, through email

- Since the addition of Email we receive information more timely than in the past. Our main source of info is from the PRT offices in Cola.
- No, not always - often outdated info as we receive our mail once weekly from Cola. office
- Yes, Email and fax
- Sometimes but not all of the time
- From Amy & Jane as they know what info we need to complete requests
- Yes, getting timely accurate info. from sections by e-mail.
- Would like more information on the program side of the house. Have lots of the financial side.
- Scattered. Lack of leadership at the office director level. I don't know what heritage corridor is doing, film is doing, etc.
- Yes
- Yes from office to ours; no within our office
- Yes. Central office memos, telephone, Supervisors memos and E-Mail.
- For the most part.. Info from other parks.
- Not timely but usually accurate. Answers to questions take to long especially if spending is involved.
- No, generally through mail from Central Office and Parks.
- Yes, chain of command
- Most of the time. Sometimes a call/memo is generated from this park and a response is never received. Normally through mail or verbal from central office or Dist level.
- Yes by memo and E-Mail.
- Sometimes. Usually by phone by Dist. Supt.

- No, and it is getting worse everyday. You never know if info is coming UPS or US mail.
- No. I feel that I am very poorly informed. The reason I normally do not receive information is either oversight or lack of commitment to give the extra effort to do a good job of informing.
- Not always consistent
- Personally yes, but not always for the director
- No
- Yes, things that directly effect this job
- Yes, reports from field offices.(state parks and welcome centers)
- Anyone - there is no structured form
- Reports are sent from field offices, PRT offices, TIA, Dept of Revenue
- No structure- from IT, PR, industry, Director's Office
- Usually from the Directorate or other offices
- From a variety of sources, different individuals in the Director's Office
- Memo, voice mail, e-mail phone calls, grapevine, meetings
- E-mail, memo, informal letter
- Printed from, phone, verbal
- E-mail, voice mail, fax

5. Cite example(s) of good and/or poor internal communications you have experienced at PRT.

- Examples of poor communications....new hires; governors conference information, tourism week activities, awards/festivals& events ...SNAFU here...responsibility being shifted to regionals, yet industry had been told awards would go out during tourism week.
- I have none to cite. All works well generally. (specialist)
- Mary Dawson is great; she is always emailing me. I receive good communications via email from I.T. and the Directorate as well. POOR: I knew about the Parks plan because I worked with it. The public relations were handled strangely and we had many calls to non-park field offices requesting information. We ended up playing firefighter well before the January release date. We needed a "heads up" on that information. The field offices were blindsided, PRT was shown in a poor light because of the lack of communication. (specialist)
- GOOD: Ccmail system is very effective. We can email via the Internet as well as internally. Voicemail is very easy to use, has a lot of capabilities. POOR: If Elizabeth is out or Grace is calling me from a car phone and can't find someone, the already loose system fails. We need some advance notice (at least 1 hour) of creating meetings or cancelling meetings. Other offices have a more orderly system of communication that seems to be working fine. POOR: Information about Kent Wolfe – where is he? When will he be here? There has been no communication on this. (director)

- GOOD: I receive my scheduling confirmations via email so I can plan my week.
POOR: I tell a field office that I would like to see them on a particular day and they don't always respond back.(temp)
- POOR: The Parks Planning Team – no one in the agency was informed of where we were going for many months. Should not be any “secret” teams. POOR: What is happening with Kent Wolfe and Research? Is there a Research office any more? Why hasn't anyone seen Kent? POOR: Hearing things on TV or reading in the news about PRT events that I didn't even know we were doing. GOOD: Good idea that needs improving is the ImPRTnews. Need a short report from each office on what they are doing.(manager)
- GOOD: We have a good form of communication in that our people walk around and meet with people more – we have an “open door” policy – no one has to set up meetings or appointments. POOR: If you are not involved in an activity, you usually don't know about it. I only need to know the information pertaining to my work. For other people, this may be different where they need to know more. (specialist)
- GOOD: Direct significant and insignificant issues are well reported. POOR: Our office is usually not included in the planning phase of our area of responsibility (ex: moves of staff, we are the last to know and need to plan our staff around the moves). POOR: If an office knows they are going to be spending money on a major project but don't inform the offices that they need to be involved or in on the planning (ex: \$5K hit from the Finance office).(director)
- POOR: If we don't know where someone is we cannot tell a caller how to get in contact with that person. Whole offices may be “out” – they would be in a meeting and not tell us. POOR: A lot of people don't check their email throughout the day or are not reading their email all the way through. POOR: I was unable to attend

Friday's full staff meeting and I could not find out what it was about. I had to rely on other people to tell me. Would have liked a written synopsis on the meeting to review.(specialist)

- POOR: The death of Bill Hicks was an example of poor communication. I did not receive notice via email for 2 days after it happened. GOOD: I liked the preparation that went into the full staff meeting last Friday. I was sent a paper memo early followed by email reminders. All forms had good information such as date, time, and location. GOOD: I.T. weekly shutdown reminders.(temp specialist)
- GOOD: Email. POOR: Memos from Grace should be put on email, people give more attention to email than paper.(specialist)
- POOR: We have outdated information on our Web page. The Bed & Breakfast list is four years old. It is not user friendly. POOR: I don't see any internal communications. Friends are good enough to alert me to pertinent information. You don't know what you are missing if you don't hear it. I feel like our office is on the outer edge – we are not Parks, not Tourism, not considered important enough to be told the issues. You never saw Tuck up here interviewing any of us, only talked to the director and the A.A. The community looks to us as their contact with PRT. We have a need for all sorts of information. POOR: An article was written in Marketing Services and the person did not even know that we had a Paddle Sports Association. She's writing an article about exploring SC, a good article, but mistakes are in it that I could have helped with if I had known or been invited. POOR: A recent brochure created by Marketing Services refers to non-existent outfitters. An African-American promotional article was written with no feedback from our office.(manager)
- If PRT is divesting itself of these for a reasons, we'd like to know why....at least internally.

- Grace... she talks to the industry - makes promises, but doesn't relay that information internally to those whose programs will be affected....
- Pay raises....her position wasn't well communicated to staff, and many folks read about it in the newspaper....too often here, "this is happening, but your not suppose to talk about it."
- Would like information up front rather than reading it in newspaper.
- Staff feels at a disadvantage when industry people talk about things to them that they have no knowledge of because they haven't heard about it internally.
- POOR: Human Resource Management has the poorest communications policies, procurement seems to be almost secretive. When you try to do something in procurement, a new stipulation pops up that sometimes conflicts with past decisions or past information. POOR: You find out that Cheryl Merrill is leaving with our office being told 2 days before. We needed to know earlier as it affected how we had to configure the pa's and the network for that office. It resulted in causing our office more work. We have to do something twice now, could have saved time. GOOD: Email from our helpdesk to the user communicates a finished job and the user appreciates it. GOOD: Some employees go above and beyond in showing their appreciation to us. One person even brought us some great muffins. This is very important non-verbal communication. (temp specialist)
- The State Parks Office's new vision would be an example of both good and poor communication. Good communication was executed when the staff meetings were held to share this strategic plan. However, an example of poor communication was the length of time it took to share the vision with the staff. It is a shame that the press obtained information on the plan before PRT employees, especially the park staff.

- GOOD: First hand knowledge of State Park changes
- Hurricane/Disaster recovery info works well
- PRT restructuring was good - I felt we knew of changes quickly that directly effected us
- Human Resources does well getting info out on benefit changes, etc.
- BAD: Budget & pay raises delay via the newspaper
- Internal operation changes via fax and staff members seeing first before managers input or review.
- Personnel and staffing changes made without input of supervisor and discussion of effect on overall operation and responsibility.
- Example of poor internal communication: IAGO - When the decision was made to eliminate us from the day-to-day operations of the contract, the directives delivered were very vague and confusing. We need directives telling us precisely what is involved, what is expected and why so we can better communicate this information to our staffs and better perform our functions as directed.
- One recent example of poor internal communication was how the recent death of Bill Hicks, a fellow PRT employee and family member was handled. The first notice to the staff was sent in an e-mail (which is OK) but was about how his job duties would be handled as opposed to any type of sympathetic notice of his passing. It was cold and was handled under the assumption that the "grapevine" had taken care of notifying the staff of Bills passing. The way the new State Parks strategy was handled was also poor because again the industry was asking PRT employees questions about the new plan and we were in the dark. An example of good communication is the clipping service, when it is handled in a timely manner and routed to ALL staff. Amy also does a good job of routing reports and/or sending e-

mails after the Directors' bimonthly meetings to keep us updated about the agency and other offices. The TMPP staff has done a good job of informing the trade staff of when a trade related project has received funding to keep us up-to-date on what the industry is doing and sending.

- GOOD: FAXES on Hurricane updates
- EMAIL & FAX: ARS communication on updates
- FAX: FAM trip communication
- PHONE: Communication from center to center
- Computer training to assist with e mail communications
- Tuck Tanner's projects on goals and "sacred cows" – OUTSTANDING

COMMUNICATION

- NEEDS IMPROVING: Mail: Weekly Reports, Position Vacancies, events brochures & Coupons (due to poor mail delivery)
- Design of reception counter & stockroom shelves - field input might have saved money plus eliminated problems
- Pins for Coordinator II pins - feedback info. could have saved money plus improved morale and rewards, & team unity
- More info. from top - even on controversial areas. Rewards would be increased team unity, honesty, respect, morale. Diversity is strength to achieve mission/goal. Other office communications: state parks, recreation, film office. How can we encourage external community partnering if we don't know their accomplishments/needs?
- The phrase, "There's something I need to discuss with you Monday." on Friday or in future. The same with test results.
- Do it then. Eliminate stress and needless anxiety/apprehension.

- If a problem with individual, address issue with that individual so they can correct it with dignity. No "blanket" memos that puts everyone in the "Guess who goofed" game.
- Poor communication: Becky Eason gets a new updated computer with Window's 95. It has the new version of MS Word. She is working in a document that is a "shared document" with the entire Domestic Marketing Office. She asks "IT" before she uses the document and saves it if she should do anything different. Her answer is NO. So she uses document, saves document, then I pull document up to use and only get "gobley goook" (just strange print, nothing you could read our use). Document can not be used because she was NOT told by "IT" to save it as a word 6.0 document. {"IT" did fix the problem, but it should have never been a problem}.
- Poor-- A memo was sent out saying that we were to receive Merit pay. Merit pay was paid one year and no more. No other memo was sent out concerning discontinuation of Merit pay.
- Often receive position vacancies after cut-off date. Brochures and articles after an event.
- Poor communications: Insufficient info when requesting need projects. Info sent in was lost or thrown away and we have to duplicate.
- Good -Interoffice meetings, I.E.; Supt. Con. Dist. and staff meetings
- Poor- Rumors (grapevine)
- Good- Response on Central Procurement request in 24 hours or less
- Poor- Either not getting a reply or taking too long to get one
- Poor- Receiving information of a promotion from your coworkers instead of from Central Office Staff
- Poor- Voice mail. Answers rarely are returned

- Poor- District Superintendent not being informed of happenings that central office is involved in with one of his parks
- Poor- When requesting assistance on matters that require higher level management decisions there is a feeling of being rushed
- Poor- Receiving mail for another park or them receiving yours
- Poor- Slow filling requisitions. Cola. Office Staff hard to reach by phone.
- Good- Timely return calls by phone
- Poor- Receiving incorrect information
- Good- Quick answers through E-mail
- Poor- Not keeping parks on other property list informed of what is going on concerning transition to other agencies
- Poor- We sometimes receive information from the press before we do from the agency.
- Good- We now receive a copy of requisitions that are filled
- Good- notification of a birth of an employees child or death of a loved one
- Poor- Late notification of open enrollment and position vacancies.
- Poor- Receiving date sensitive material after the date has passed.
- Good- Faxed bids to K. Becht. 1 day later he faxed me a po# for work requested
- Poor- Arrive at a safety meeting to find the date had been changed. Received memo in the mail the day after the originally scheduled date.
- Poor- Vendors have not received purchase orders for over \$500 purchases even though the park received their copy.
- Staff feels at a disadvantage when industry people talk about things to them that they have no knowledge of because they haven't heard about it internally.
- The Important News and SC Travel Update

- Very factual and useful state wide information
- Parks Analysis Meeting
- E-mail announcements
- Administrative Assistant monthly meetings
- Important Information sent via e-mail
- News clippings
- SC Connect training - phone duty for the switchboard was set up far enough in advance to make scheduling changes
- Grapevine - when people quit
- Office - reporting of daily activities and what we are doing as an office
- E-mail
- For contacting our reps overseas and interagency information
- "Important News"
- The concept is great, but the timeliness needs to be worked on
- Voice mail
- That the agency took steps to get everyone on-line
- Internal Mail System -You can send something to another office and know they will get it the next morning
- Communication has improved since the relocation of the offices
- Regular e-mail - such as position vacancies
- Important News
- PRIDE Answers
- Advertising - Seeking input from other offices prior to decisions for ad development and literature fulfillment
- Need to have a proactive approach rather than reactive

- There needs to be more interaction between International & Domestic
- Finance - When there is a problem with a purchase order, Finance doesn't notify you to solve the problem. You usually find out when the second invoice arrives. Unsure of the information needed for situations that are not traditional.
- Jay Hass - Spokesperson for PRT - There was no prior or follow-up discussion, no information was ever given on how to utilize him or what he can do for each office
- Called at 5:00 to report to meetings with the Director with no information on what the meeting is about or what to bring.
- Not being aware of programs that directly affect the office and being expected to know about them.
- Even though the concept of "Important News" is in place it is not being promoted enough
- Not enough people using their e-mail effectively
- Meetings that are set and not kept
- Newspaper reported on PRT pay raises before the agency
- New Director has been hired for Research, but has not started and no information has been sent to the staff people of the status of the position
- Major topics from Directors meetings are not shared
- Never see the agency weekly calendar
- There is a perception that some sections are favored, given information, funding, resources, while others seem to be ignored.. Sense that some of this is personality driven
- A \$500,000 bill came in from Leslie at a time when cash was tight (we spend as we earn). Had I known farther in advanced, I could have managed all the money in a different way to insure we would have cash on hand to cover the large bill.

6. What kinds of information are important to you?

- Budget information....
- More info. of the new parks plan...
- Legislative issue and their potential impact on PRT and PRT's programs.
- Changes in mission, goals, objectives of section
- Personnel changes & responsibilities
- Update on projects and programs of various sections
- Would like to know what other offices are doing...important for me to know about new infrastructure -- new hotels, attractions, etc
- The timing of large payments - how and when money is being spent
- How people want financial information...how they want it broken down.
- What's happening at the parks? What's out there for me to enjoy - personal recreation opportunities.
- Who does the agency give money to? What's trade marketing doing?
- I have a nagging feeling that I'm not doing something quite right...example...I'm making decisions now that will impact the inquiry staff, and yet, I don't have full understanding of S.C. Connects....
- Directors meeting information is sporadic...needs to be relayed to staff in a systematic way..
- News releases should be broadcast agency wide....
- Clippings need to be available to staff
- Grants....need to know when one is being secured....finance needs to know in advance in order to get approval, set up system for managing grant....critical area...to

manage financial side, need to be brought in on projects in advance....or as early as possible.

- I am not as interested in personal information pertaining to the staff. I need information regarding strategic plans of the offices. Need travel & tourism issues regarding trends, daily activities. (director)
- Anything dealing with grants anywhere in the agency, marketing, multi-cultural affairs, press releases, marketing strategies, festivals, parks activities listings should be distributed on a regular basis. (temp specialist)
- Where people are - locations – that's a main part of my job. We are supposed to be centralized because we (reception) talk to all offices, but sometimes (esp. Int'l) will be gone for weeks and we don't know. No one is notifying me of their schedule.(specialist)
- Anything involving our area of responsibility. Upgrading of PC's/software, changes in office structure and/or functions, personnel issues.(director)
- Information gathered from meetings to hear concerns about any technology or business issues. For example, the advertisement in a publication is tied to a room # that will need to be tied to a field in the new SC Connect package. Because of no communication regarding this, a real problem has been created to adapt the data tied to the room # to SC Connect. Leslie needed to be involved in the design of the SC Connect database so that we could have known about the room number.(specialist)
- No, I don't know what our agency offices are doing but sure would feel better knowing about office projects, moves, strategies, campaigns, fun activities, political issues, etc. (manager)

- When employees are moving, coming and going. With ample notice we can prepare technologically. (temp specialist)
- Potentially controversial issues – so that I am knowledgeable about Parks, trails, etc. The most important thing is what affects someone's job. I would rather know too much than not enough.(specialist)
- My schedule, work assignments, agency goals (office goals from other offices)(temp)
- What PRT is doing – in marketing, other than advertisements. I want to know when articles come out, when articles are written. Funding opportunities – received information on trails fund program this year but we did not know that last year. We should not do a mega piece on partnering grants, instead we need an introductory piece (in a brochure form). Need a PRT information brochure that tells what we do to give to the public.(manager)
- Anything connected with the performance of my job. Goals, expectations, measures of success. Business Development office is working on bigger projects, me on smaller. I have no problem communicating face-to-face with Business Development.(specialist)_
- What other offices are doing, what projects they are working on. What joint projects they are involved with that include other PRT offices or outside groups.(specialist)
- All information that is important to the park service and local park in particular.
- New policies and standards updates, budget updates.
- Any information to assist in doing a better job.
- Information that affects my career personally.
- Anything that involves me or my job.
- Any new information that affects my job.

- Anything pertinent to state parks employees, PRT employees or state employees in general.
- Info that will answer questions or solve problems we experience in day to day operations.
- Updates from Central office about legislative and funding news.
- What is going on within the agency and updates of major projects.
- Everything to do with PRT.
- Any information that can help me do a better job, such as product development. It is important for me to hear agency information internally before I hear it from an industry partner.
- Issues effecting the operation of the agency down to our office.
- Anything the media is watching, we should know the why, when and how first.
- Anything directly effecting my work place, physical operation, staffing, future goals, personnel & policy, job benefits, etc.
- Knowledge & understanding of other sections/offices goals and operation and how we reach our mission together.
- Any and all information (correctly delivered in a timely manner) is important to us. This is the only way we can function to complete the assigned tasks given
- thereby giving us the results our superiors expect and keep peace and
- harmony among the staff.
- Information about what is new in the industry (the entire state), what programs and policies are being done and made within PRT, legislative matters, as well as keeping abreast as to what our completion is doing.
- Info. that can improve the operation of the agency/office/center.
- Info. that affect the employees - pay, support and praise, benefits, goals to achieve

- Honest, brief, to the point info.
- ALL information is important to me, the more I know the better I can help others.
- Any information that will help make my job easier and help me to do my job better.
- Budget information....
- More info. of the new parks plan...
- Legislative issue and their potential impact on PRT and PRT's programs.
- Changes in mission, goals, objectives of section
- Personnel changes & responsibilities
- Update on projects and programs of various sections
- Strategic directions
- Budget levels
- Product information
- Personnel information
- Legislative impacts (political and economic)
- Events in the int'l market
- From tourism marketing offices and development offices - would like to know what type of research is needed in order to prioritize research efforts for those offices.
- Would like to see marketing and development plans to know what areas to research
- Schedules of directors meetings in advance
- PRIDE Answers
- Memos on things that affect the agency as a whole...PRIDE, State Parks,
Tourism Week
- Controversial things such as park closings and state flag
- SC information and updates

- Marketing programs from other offices
- Overall agency policy
- Internal partnering opportunities
- Everything
- Human Resources / Benefits and Retirement info
- Department projects/directions
- Agency-wide calendar that is currently circulated
- Research - tourism related information and industry trends
- Educational updates in tourism, such as workshop opportunities
- What's going on in other areas of the state, such as fam tours
- Info coming from other agencies,
- Info coming from different programs at PRT.
- Personnel Information
- Thorough info, not just pieces

7. What suggestions for improvement would you like to offer?

- Transitory inter-office teams created with similar functions to work together
- Internal education/awareness program
- Have confidence in staff that they can "keep a secret."
- Use more e-mail
- Provide minutes from directors meeting (some directors filter info.)
- Allow staff, on rotating schedule, to sit in directors meeting
- Encourage greater level of awareness and sensitivity among those who control information that they should share, circulate info. to staff
- Agency should be up front and direct rather than trying to "Spin" things all of the time...parks, fund sharing money, etc.
- Higher level of sensitivity among owners of information about how their information may affect others, the work they do, etc
- Educational awareness program - format for sharing information about what other offices are doing
- Internal agency wide newsletter - suggest quarterly containing info/changes/goals
- Written updates on agency goals and current active programs and progress
- Continued staff meetings and employee input.
- It would be helpful to have information about other offices within the agency.

Possibly implementing the 7x7 Tourism Brief forum from the Governors Conference.

The 7x7 tourism briefs could be offered semi annually, possibly half the office's at each meeting. Only employees needing the update would attend. It would be an excellent platform for new employees to gain a better perspective about the agency.

The meeting could last 15 to 30 minutes twice a year and could provide a means of

sharing with the agency staff the goals and objectives for each office. Also updates could be given quarterly from each office via e-mail or incorporated into the imPRTant news.

- Partnering – share staff meetings once each month. Attempt office exchanges, have a person from each office trade with another office for 15% of their time. No or fewer exceptions to the rules when it comes to sharing responsibility for phone coverage and for one's own training. Rewards for teamwork, building walls should be punished, it is exactly opposite now.(director)
- Promote the intercom system on the telephones. Make sure that the A.A. telephone is always covered during work hours.(specialist)
- A monthly update on what each office is doing (weekly updates become a chore). The director instead of the A.A. should do the update so that they can give more pertinent information. The picnic was good, twice a year we need a real social event. Doesn't help any to have Grace in on the events – I don't feel that what she has to say to me is important to me.(specialist)
- No problems. I can't think of anything. If it ain't broke, don't fix it.
- Park programs should be on the Internet. We have wonderful Parks programs but no one knows anything about them. No one knows how to get a Park View publication. They are virtually unknown and unattainable, yet very rich with information. Schools and teachers should automatically receive Parks View each year to promote our system. We should be proactive in disseminating information rather than reactive. We need a brochure on what PRT is – we should sell ourselves. We need an agency weekly newsletter on our email with a paragraph for each office. Do not put it on paper. We need more frequent agency-wide meetings

(quarterly). Each director should be able to give a quick report on what they are doing. Grace should chair but not dominate. It should be a sharing time.(manager)

- Webphone – you talk to a park via the Internet. Results in no phone bill, no long distance charges for email.(temp)
- Agency-wide staff meetings to promote paper reduction. We can become a leader in state government with sustainability. We should not just talk sustainability but walk it too. Encourage people to use email. Only give it a red envelope (urgent status) is it is truly important. Be aware of the urgency of the status. Broadcast voicemail messages could be very effective. It would be interesting if there was a way to color code written inter-office memos. Example: Green for Finance, Pink for Directorate, etc. so that at a quick glance you can prioritize your mail. This will make that message clearer. Put specific titles in the “about” part of the email screen. Be specific.(specialist)
- Quarterly meeting where every office gives a brief overview of major projects. Maybe Grace shouldn’t be there. Informal, relaxed, food. Could be during a lunch hour.(temp specialist)
- Could use an email once a week or biweekly from Ron Carter, etc. regarding legislative matters. When the office directors presented their operational plans to each other, it was very helpful. Marketing strategies/projects should be presented together, development together, etc. to meet as subgroups to share information. Partners and liaisons should be attending inter-office meetings. Lou’s ImPRTnews or another vehicle on the email, maybe a bulletin board for the agency might be a way of using technology. Informal notices from individuals or offices to add to as wanted or needed. Rules would be needed such as not more than 2 lines of information from anyone who cares to contribute, could be on any subject (did you

know format), information to be erased biweekly, post job positions, not one in particular in charge of it.(director)

- Intranet or electronic Bulletin Board centrally located for policies and procedures. New employees could get everything electronically on their intranet as well as current employees. Picture of the person should be on the Bulletin Board. An employee should be able to change your options on your benefits by checking/unchecking boxes, electronic signatures. Bulletin Board should be very accessible. Each office in the agency can post information regarding their operations. Put calendars there as well. Can be printed, easily modified. It would be great for HRM to email weekly regarding whom is newly hired before they come in. Maybe included in ImPRTnews. I would like to know when Parks are running promotional events.(temp specialist)
- Bulletin Board on Intranet containing a short report (5 – 6 lines) regarding current projects. Should also include an in-depth profile of one office's activities each month. On the BB site would be all press releases (we currently get too many of these randomly), ImPRTnews, reports of projects, calendars, calendar of events, parks field activities. We also need 2 events a year that are social and agency wide, casual. There be lots of good food, activities, etc. to bring a sense of togetherness.(manager)
- I would use technology (email) for processing forms, eliminating paperwork, electronic signatures. Travel, leave, IDT, etc.(specialist)
- Last but not least, the directorate could share more information with the office directors at their monthly meetings and in turn the office directors could share the pertinent information at office staff meetings. If the directorate meets with industry members, agency staff usually hear about the meeting agenda from external sources

versus internal. It would be wise for the directorate to share this information so the staff hears the message from the directorate's perspective.

- Continue & expand e mail training & equipment
- Open lines to more communication from top - negative as well as positive.
- Encourage and promote diversity in feedback to top. Increased awareness of importance of individual ideas - even though not all can be adopted. Employees know this - the "sacred cows" were a perfect example of wanting to be heard.
- Internal education/awareness program
- have confidence in staff that they can "keep a secret."
- use more e-mail
- provide minutes from directors meeting (some directors filter info.)
- Allow staff, on rotating schedule, to sit in directors meeting
- Encourage greater level of awareness and sensitivity among those who control information that they should share, circulate info. to staff
- Agency should be up front and direct rather than trying to "Spin" things all of the time...parks, fund sharing money, etc.
- Higher level of sensitivity among owners of information about how their information may affect others, the work they do,etc
- Educational awareness program - format for sharing information about what other offices are doing
- More information via imPRTant news
- Would be helpful if people knew each other more personally. With personal relationship, able to communicate better. "It's all about relationships."
- EMPLOYEE HANDBOOK with such things as: written material that explains each section, identifies each employee, their responsibilities, what they can provide other

staff people; mission & goals; a phone guide' information on purchasing process; information on telephone - usage and policy; example of completed travel form; info. on how to get vehicle; how to get supplies; how to use petty cash; the mail process; other topics.

- Training on conducting efficient, meaningful meetings
- How-to manual for technical stuff
- Training classes
- Staff should be made more aware of the appropriate contact points in finance and work with that person directly
- ImPRTnews is a start. Needs to be expanded. Needs to be mechanism for information to be channeled to imPRTnews. Use of computer could be expanded.
- More agency wide meetings about what's going on
- Helpful if everyone understood the goals of the agency and of each office.
- Major projects should be explained - in writing or through some other medium
- People talk in short hand... should explain things in more detail for those who don't know the shorthand, haven't been around for a long time...quarterly updates, in writing, about major projects
- Have staff to aggressively mind information for imPRTnews
- Weekly reports...complete them & circulate
- Shut down the informal network!
- Increase the level of trust that director, directors have in staff.
- Would like the luxury and time to get to know people, establish relationships, skip the dance, get down to business.
- Want opportunities to build relationships...

- People should be more cognizant of how their projects affect other people, how other offices can help them. When one office needs assistance from another, the requesting office should give ample notice and outline scope of assistance needed -- as a professional courtesy so that other office can schedule work appropriately.
- Each office should have staff meeting after directors meeting, and information should be shared. Currently, some staff members from one office call staff from another office because that office's director share information...
- People need to have a more cooperative attitude. Be willing to listen, share info.
- Grace's full staff meetings should be held more than once a year.
- There needs to be a project or some community effort that brings people together for a common cause...allows time for folks to get to know one another.
- A person acting in a middle supervisory capacity between the Columbia office and field personnel could better facilitate directives from both the central office and the field offices and would be in a position to assist the center field personnel by being on-site more frequently and listening to suggestions and concerns.
- Perhaps some form of regular routing of each office's projects. The Weekly Reports used to be routed for all offices. It was an opportunity to see, be it ever so brief, what the other offices were doing and/or planning to do.
- Each office, (including Directorate) passing information more openly and in a more timely manner. The "Mode" of communication is not really as important to me as the information.
- Praise as well as criticize.
- Each office needs to see the big picture of PRT and not dwell on just their individual staff...the field staff needs to be kept knowledgeable with timely info.
- Training of all staff with Email, computer, and updating of system

- If someone's fax or Email is out then we should know.
- Not enough staff for info needed 'right now'. Supervisors not always on duty and staff is busy with front. Need more A-2 help.
- We get only projects that have been approved by Amy & Jane. They are aware of our schedule and traffic.
- More information via imPRTant news
- Would be helpful if people knew each other more personally. With personal relationship, able to communicate better. "It's all about relationships."
- More effective and efficient staff meetings
- Having a set agenda at the meeting (what they need, what is expected)
- Mini - Briefings from the Director's office to small groups on a regular basis
- something consistent throughout the agency
- formal new employee orientation (monthly)
- Communication needs to be concise, factual and complete
- When working on a project, think of who it may directly impact and include them in the decision making process
- Get everyone on-line and using e-mail
- Offices to think about projects in advance as to whether or not particular projects impact other offices.
- If a problem occurs, once it is solved have a meeting to discuss why it happened and what should be done so that it will not happen again
- Do not compete between offices - work together and share information
- Open the lines of communication with your employees to build confidence and trust
- Encourage individuals to take their own initiative
- Offices having communication meetings once a week

- Agency-wide - change our voice mail each day to give the date and time, so if you contact someone you will know if they are in the office on that day
- Adhering to meeting schedules
- Horizons - excellent concept, but should be produced more timely
- When a new concept is introduced (such as the State Parks situation) continue to have agency-wide meetings to inform staff
- Benefits and retirement seminars
- Orientation for new hires with each office having a time slot
- Getting marketing and development plans to the research office
- More communication from IT, as to data management and types of software that would make transferring of reports available via e-mail.
- Needs to be some system into place for communication to flow when there is no director in an office
- On right track with E-Mail, Keep field staff informed on pertinent info.
- Praise for a job well done, all parks receive computers and E-Mail capabilities, Dist. Supts. to have administrative assistants to help expedite info.
- Improve response time. Make every effort to get field staff timely, accurate info. by what ever methods available.
- That information flow down as it should. Be courteous enough to return calls or answer correspondences timely.
- Each park should be given a pager so the Dist, Supt. or Cola Office could reach them at any time.
- Cell phones for each park so communication can be made at all times.
- Updated computers, software, E-mail, internet capabilities and park radios on all Parks.

- That our memo's up the ladder be answered as timely as they are expected to be when they come down the ladder.
- A standardized communication procedure on all parks.
- Info from weekly staff meetings should be condensed and made available via E-mail.
- Implement a 24hr. help desk through the internet.
- Assign responsibilities for communication. Who is responsible for sending out position vacancies? Who takes over in their absence?
- Have the Dist. Supts. send out a memo once a month to keep us informed of what goes on in the central office staff meetings. With the new vision we need to know what is going on at their end also.
- If a project is submitted for approval but is not approved notify the party that initiated the project. Don't leave him in the dark waiting for something that is not going to happen.
- Include staff on decisions such as personnel moves, policy, etc. Upgrade the use of E-mail. If you receive a mail item that is not yours try to find who it belongs to in a timely manner.
- Instead of sending correspondences back for a minor change, why can't a phone call be made to eliminate waste of time as well as delay decisions that need to be made.
- Dist. Supts. need E.mail. Please address a way to reach all parks during the day.
- Show employees that they matter, and they will be more loyal.
- Conduct training seminars on communications.
- Improve radio system to enable contact with DNR, Police and other parks.

Top management to continue to encourage quality communication throughout the organization. They need to provide a good model for other managers and supervisors to

follow. In addition, when individuals are found not fostering this environment of open or quality communication they should be dealt with appropriately.

Miscellaneous:

- Have not seen a Lodging trends, Barometer in over two years.
- Need bodies available to provide needed info when ready (staffed offices)
- Anytime anything new is done or updated, send a copy to every office and to the library and use preferred method to make every office aware.
- Everybody seems to be running own program not sharing ideas on what works with the other departments.
- Information received is sometimes out dated when received but seems to be improving with e-mail.
- Position vacancy announcements are now received by e-mail day posted. We used to receive after closing date.
- Centers sending information on new properties opening and weather related info by fax or e-mail more timely.
- As stated above receiving information on job vacancy after the fact. Weather is a major concern of our travelers and staff, need for more accurate and up to date weather and road condition info.
- Honest communication, don't hold back on the negative within the agency.
- For travelers: up to date weather information, timely attraction updates, events information before the date of event.
- New map and travel guide available at beginning of the year.
- Keep all employees informed of what's going on, be receptive to all ideas but don't expect all to be accepted. Give clear instructions, always be honest and don't hold back on negatives. Provide far wages with incentive pay raises.

- The poorest internal communications would be reading in the news of a PRT release that I knew nothing of...
- The best communication would be the one that has improved so in the last year and that is the notification of an illness or emergency within a staff we work with.
Reaching out to help or lift the spirits of our own is rewarding all the way around.
- Also, I think the future plan calls for putting the ARS & TIS in the lobby with PRT reception desk. Many of the other offices at PRT are unaware of this kiosk system. I think they would be impressed to say nothing of the visitor traffic coming to the Brown Building.
- Many employees are afraid to speak up and give opinions as to what works and what doesn't work. So many times if you do, this is taken as you are not flexible or do not want to change.
- There is not enough help in Domestic Marketing to get timely information out. Too much to do, to little staff to do it. Need to have more information on weather. Hard to get in my area.
- Tuck Tanner's project was excellent. More insight to which division does what. Some folks know things before others in the same positions. Would be good if we got the same information at the same time. Grapevine is still alive.
- Information that affect employees pay raises, classes to keep up with our changing job duties.
- Lines of communication to be kept open to all. Training as needed, not waiting too long to train us on whatever we need to do a better job.
- More and better raises. For the boss to see who goes the extra mile to make it work and see that person gets compensated. To be treated more as an individual.

- A copy should be routed to each office/office director
- An email should be sent agency wide (or fax, some type/mode of communication) announcing this new item (in case the office director fails to mention to their staff)
- A reference copy should be placed in the PRT Library.
- My experience has been so many times I am looking for "something" and come to find out this agency produces it!! May also be a good idea that an additional reference copy of all brochures carried in the welcome center be kept with Susan Curran (front receptionist) or in the library ... so that when someone in the agency is looking for something, they do not always bother Jane..

Appendix B

PRT Agency Survey on Internal Communications

Responses based on years of Service

1. How long have you been employed at PRT?

A.) 1-5 years	B.) 5-10 years	C.) More than 10 years
34.2%	23.5%	40.7%

2. Have the Mission, Vision, Values and Goals of PRT been clearly communicated to you?

1-5 years	A.) Yes 94.3%	B.) No 5.7%
5-10 years	A.) Yes 86.1%	B.) No 13.9%
More than 10 years	A.) Yes 85.6%	B.) No 12.8%

3. To what extent do you understand your role in achieving the agency's goals and objectives?

1-5 years	A.) Fully 63.8%	B.) Partially 33.3%	C.) Not at all 2.9%
5-10 years	A.) Fully 54.2%	B.) Partially 36.1%	C.) Not at all 8.3%
More than 10 years	A.) Fully 54.4%	B.) Partially 41.6%	C.) Not at all 3.2%

4. If you answered (A) to Question 3, please move on to Question 5. If you don't feel you fully understand the agency's objectives, how would you like to learn more about them?

1-5 years A.) From a handbook 9.5% B.) From your office director 8.6% C.) Through a training session 18.1%

5-10 years A.) From a handbook 12.5% B.) From your office director 18.1% C.) Through a training session 11.1%

+ 10 years A.) From a handbook 11.2% B.) From your office director 6.4% C.) Through a training session 20.8%

5. How frequently do you think we should have agency-wide staff meetings?

1-5 years A.) Quarterly 30.5% B.) 2 times a year 40% C.) 1 time a year 22.9% D.) Never 1.9%

5-10 years A.) Quarterly 37.5% B.) 2 times a year 25% C.) 1 time a year 30.6% D.) Never 4.2%

+ 10 years A.) Quarterly 32.8% B.) 2 times a year 36% C.) 1 time a year 21.6% D.) Never 5.6%

6. Are you informed regarding information disseminated at the Office Directors' Meetings?

1-5 years A.) Yes 44.8% B.) No 51.4%

5-10 years A.) Yes 30.6% B.) No 61.1%

More than 10 years A.) Yes 31.2% B.) No 65.6%

7. Do you complete the agency's weekly calendar (employee's in/out schedule)?

1-5 years A.) Yes 44.8% B.) No 51.4%

5-10 years A.) Yes 27.8% B.) No 63.9%

More than 10 years A.) Yes 29.6% B.) No 63.2%

8. Is the agency's weekly calendar (employee's in/out schedule) useful?

1-5 years A.) Yes 47.6% B.) No 34.3%

5-10 years A.) Yes 45.8% B.) No 41.7%

More than 10 years A.) Yes 38.4% B.) No 43.2%

9. If you are a field office, please move on to Question 10. Are you aware that the weekly calendar is on the X-Drive, under Calendar?

1-5 years A.) Yes 23.8% B.) No 19%

5-10 years A.) Yes 8.3% B.) No 29.2%

More than 10 years A.) Yes 10.4% B.) No 28.8%

10. Would it be beneficial to communication for representatives from other offices to attend your project meetings?

1-5 years A.) Yes 65.7% B.) No 24.8%

5-10 years A.) Yes 66.7% B.) No 23.6%

More than 10 years A.) Yes 58.4% B.) No 32.8%

11. How would you prefer to receive updates on the agency's projects?

1-5 years A.) E-mail 45.7% B.) Agency-wide meetings 6.7%

C.) From your director 7.6% D.) Written memos 34.3%

5-10 years A.) E-mail 34.7% B.) Agency-wide meetings 4.2%

C.) From your director 9.7% D.) Written memos 47.2%

+10 years	A.) E-mail 36.8%	B.) Agency-wide meetings 4%
	C.) From your director 7.2%	D.) Written memos 43.2%

12. How do you want to receive timely and/or critical information such as job postings, personnel changes, administrative policy changes, and controversial news-related items.

1-5 years	A.) E-mail 52.4%	B.) Agency-wide meetings 0%
	C.) From your director 5.7%	D.) Written memos 35.2%

5-10 years	A.) E-mail 44.4%	B.) Agency-wide meetings 2.8%
	C.) From your director 5.6%	D.) Written memos 41.7%

+10 years	A.) E-mail 36%	B.) Agency-wide meetings 1.6%	C.) From your director 5.6%	D.) Written memos 47.2%
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13. Would legislative update information be useful to your office?

1-5 years	A.) Yes 78.1%	B.) No 21%
5-10 years	A.) Yes 83.3%	B.) No 16.7%
More than 10 years	A.) Yes 79.2%	B.) No 18.4%

14. How would you like to receive legislative updates?

1-5 years	A.) E-mail 54.3%	B.) From your director 18.1%	C.) Bulletin Boards 21%
5-10 years	A.) E-mail 48.6%	B.) From your director 23.6%	C.) Bulletin Boards 23.6%
10+ years	A.) E-mail 44.8%	B.) From your director 27.2%	C.) Bulletin Boards 20%

15. Would you be interested in an internal communications newsletter?

1-5 years	A.) Yes 85.7%	B.) No 13.3%
5-10 years	A.) Yes 79.2%	B.) No 20.8%
More than 10 years	A.) Yes 82.4%	B.) No 16.8%

16. Would you be willing to contribute to the newsletter?

1-5 years	A.) Yes 75.2%	B.) No 21%
5-10 years	A.) Yes 66.7%	B.) No 27.8%
More than 10 years	A.) Yes 68.8%	B.) No 28.8%

17. How would you like to receive the newsletter?

1-5 years	A.) E-mail 31.4%	B.) Regular mail 52.4%	C.) Staff meetings 5.7%
5-10 years	A.) E-mail 27.8%	B.) Regular mail 54.2%	C.) Staff meetings 11.1%
10+ years	A.) E-mail 22.4%	B.) Regular mail 64%	C.) Staff meetings 5.6%

18. How important is it to be able to have timely (within two hours) contact between field offices and the central office?

1-5 years	A.) Very Important 48.6%	B.) Important 34.3%	C.) Not important at all 0%	D.) NA 26.7%
5-10 years	A.) Very Important 59.7%	B.) Important 34.7%	C.) Not important at all 0%	D.) NA 4.2%

10+ years A.) Very Important 56.8% B.) Important 34.4% C.) Not important at all 1.6%
D.) NA 6.4%

19. How do you describe your ability to contact field offices in a timely manner?

1-5 years A.) Impossible 2.9% B.) Difficult 29.5% C.) Easy 35.2% D.) NA
26.7%

5-10 years A.) Impossible 1.4% B.) Difficult 37.5% C.) Easy 38.9% D.) NA
19.4%

10+ years A.) Impossible 2.4% B.) Difficult 39.2% C.) Easy 34.4% D.) NA
18.4%

20. If you are field office personnel, how would you prefer to be contacted?

1-5 years A.) Beeper 5.7% B.) Telephone 34.3% C.) Voice mail 1.9% D.) Radio 1.9%
E.) Radio/telephone communications 16.2%

5-10 years A.) Beeper 12.5% B.) Telephone 45.8% C.) Voice mail 4.2% D.) Radio 2.8%
E.) Radio/telephone communications 11.1%

10+ years A.) Beeper 14.4% B.) Telephone 42.4% C.) Voice mail 0% D.) Radio 3.2%
E.) Radio/telephone communications 11.2%

21. Would a policy manual regarding internal communications (use of e-mail, use of voice mail,
telephone decorum, etc?) be beneficial to your office?

1-5 years A.) Yes 68.6% B.) No 27.6%

5-10 years A.) Yes 87.5% B.) No 11.1%

More than 10 years A.) Yes 73.6% B.) No 24%

22. Do you think an agency-wide orientation program for new hires would be beneficial?

1-5 years	A.) Yes 92.4%	B.) No 7.6%
5-10 years	A.) Yes 91.7%	B.) No 8.3%
More than 10 years	A.) Yes 94.4%	B.) No 4.8%

23. Do you think office-specific orientation programs for new hires would be beneficial?

1-5 years	A.) Yes 92.4%	B.) No 6.7%
5-10 years	A.) Yes 91.7%	B.) No 6.9%
More than 10 years	A.) Yes 91.2%	B.) No 5.6%

24. Does leadership at PRT communicate effectively?

1-5 years	A.) Yes 41.9%	B.) No 47.6%
5-10 years	A.) Yes 41.7%	B.) No 51.4%
More than 10 years	A.) Yes 35.2%	B.) No 56.8%

25. Do you believe it would benefit your office to share information with other offices about processes, programs and projects within your office?

1-5 years	A.) Yes 90.5%	B.) No 8.6%
5-10 years	A.) Yes 91.7%	B.) No 8.3%
More than 10 years	A.) Yes 89.6%	B.) No 8%

26. Do you think you can freely ask questions regarding other offices' processes, programs and projects?

1-5 years	A.) Yes 61%	B.) No 39%
5-10 years	A.) Yes 66.7%	B.) No 30.6%

More than 10 years A.) Yes 51.2% B.) No 46.4%

27. Do you think people should be held accountable for not sharing information that affects other offices within PRT?

1-5 years A.) Yes 81% B.) No 15.2%

5-10 years A.) Yes 93.1% B.) No 5.6%

More than 10 years A.) Yes 84.8% B.) No 11.2%

28. Would you attend an agency-wide social function?

1-5 years A.) Yes 82.9% B.) No 14.3%

5-10 years A.) Yes 70.8% B.) No 27.8%

More than 10 years A.) Yes 58.4% B.) No 34.4%

29. Do you believe you are a good communicator?

1-5 years A.) Yes 89.5% B.) No 8.6%

5-10 years A.) Yes 83.3% B.) No 15.3%

More than 10 years A.) Yes 74.4% B.) No 20%

30. How often would you be willing to check your E-mail?

1-5 years A.) Every hour 17.1% B.) 4X a day 18.1% C.) 2X a day 38.1% D.) 1X a day 19%

5-10 years A.) Every hour 12.5% B.) 4X a day 9.7% C.) 2X a day 43.1% D.) 1X a day 25%

10+ years A.) Every hour 8.8% B.) 4X a day 19.2% C.) 2X a day 32.8% D.) 1X a day 26.4%

31. How would you prefer to receive E-mail training?

- | | |
|------------|--|
| 1-5 years | A.) From an individual in Information Technology 41.9% |
| | B.) From someone in your office 27.6% |
| | C.) From an external consultant 5.7% |
| | D.) By CD ROM 4.8% |
| | E.) Other _____ |
| 5-10 years | A.) From an individual in Information Technology 48.6% |
| | B.) From someone in your office 23.6% |
| | C.) From an external consultant 6.9% |
| | D.) By CD ROM 1.4% |
| | E.) Other _____ |
| 10+ years | A.) From an individual in Information Technology 53.6% |
| | B.) From someone in your office 20% |
| | C.) From an external consultant 10.4% |
| | D.) By CD ROM 3.2% |
| | E.) Other _____ |

Appendix C

PRIDE

Internal Communications Team

Work Plan

Introduction

The South Carolina Department of Parks, Recreation & Tourism's first PRIDE Team has been established to explore the issue of internal communications and to make recommendations for improving this vital work process.

This document is the Plan of Work established by the team for submission to the PRIDE Steering Committee. The plan provides background and history and defines the issues that will be addressed. It also describes the steps the team will take to fully explore the shortcomings of internal communications and to research better ways to manage internal communications. Completion dates for each step in the process have been identified in the planning document.

The end product will be a written report with recommendations for improving internal communications within SCPRT. The goal of the recommendations will be to significantly improve the dissemination of timely and accurate information while increasing the perception among all agency staff that they have access to information as it relates to the business and operations of the agency. In line with the charge of the team, the recommendations will support the agency's pursuit of its vision, mission and goals. Specifically, the recommendations will support

Strategy IV C of Goal IV of the agency's strategic plan. That strategy is to "develop and implement key communications initiatives that facilitate information dissemination."

Background/History

Internal communications has long been identified as a concern at SCPRT.

Generally, each of the offices has operated as an independent entity housed under the overall SCPRT umbrella. Collaboration between offices does occur; however, it is sporadic and both personality- and project-driven. The perception is that a "silo effect" still exists in some offices, despite efforts in the past to establish better internal communication among working groups.

Nearly two years ago, SCPRT entered into a relationship with Fluor Daniel to evaluate the agency and begin the continuous improvement process of organizational development. An outgrowth was the formation of the PRIDE Prescription. PRIDE is an acronym for Purpose, Reward and Recognition, Involvement, Development and Empowerment -- key concepts the agency values and promotes. The purpose of the PRIDE Prescription is to identify work processes and other issues within the agency that can be improved and to establish cross-functional teams to develop recommendations for improving the identified processes.

The first work process identified by the PRIDE Steering Committee as being vital to the agency and worthy of examination is internal communications. A seven-person PRIDE Team has been established to identify the short comings associated with internal communications, to explore ways to improve internal communications and to develop recommendations to be submitted to the PRIDE Steering Committee no later than January, 1998.

Problem Identification

Internal communications is a basic function on which the success of an organization depends. Internal communications at South Carolina Department of Parks, Recreation and Tourism (SCPRT) is the process that describes how new and existing information is disseminated throughout the agency. An analysis of information collected through informal surveys within the agency indicated the current process is inefficient and does not contribute to the overall excellence of the agency. The team identified three common threads within the internal communications process as it analyzed informal survey results. Those commonalties are: work environment, content, and delivery of information.

Work environment impacts internal communications through psychological, procedural and physical factors.

- Key psychological factors include a lack of inclusiveness affecting attitude and self awareness resulting in the “state employee” mentality as well as a lack of and/or breach of trust. Other key psychological factors include a lack of accountability for poor communication and a lack of intra-office teamwork due to office individualism. Additionally, a fear of sharing information and/or secrecy often results in a “shoot the messenger” atmosphere.

- Key procedural factors of work environment include a lack of policy for certain procedures and a lack of understanding of policies that exist. These factors foster inconsistency and confusion throughout the agency, resulting in misuse and/or abuse.
- Key physical factors of work environment include isolation of field offices and people not leaving their physical work areas, which results in a lack of inclusiveness and lack of teamwork.

Content is defined as the beneficial information to be shared in a timely and accurate manner. Internal communication at SCPRT is inefficient in content because:

- information is not always relevant or useful to the recipient;
- there is not a consistent knowledge about what information is critical to the agency's overall success;
- at times information is inaccurate or incomplete due to inadequate research and a lack of personal responsibility, accountability and quality assurance; and

- sources delivering information are not always the most qualified.

Delivery of information is defined as the process by which information is distributed. Within SCPRT, information is delivered electronically, in writing and orally. Inefficiencies occur when:

- time sensitive information is not consistently distributed in a timely manner;
- information is not delivered at all;
- delivery systems are not consistent throughout the agency, particularly among the field offices where hardware and software are not in place or are not used effectively; and
- in some instances, the delivery system does not exist.

Action Plan

The PRIDE Team will implement the Action Plan as soon as approval is received from the Steering Committee. Subcommittees will be formed to perform the following functions:

- 1) look to outside sources for excellence standards in internal communications;
- 2) formulate and disseminate the internal surveys for data collection; and
- 3) gather literature for review.

The entire team will meet periodically while the subcommittees are performing their assessments to insure consistency and coordination.

Attached is a timeline and process flow diagram outlining the steps to be taken and targeted completion dates. The PRIDE Team will continue to do monthly reports to the Steering Committee on progress via the team sponsor.

Action Plan Timeline

4/28/97	Organization - Charter, Training, Commissioning
5/14/97	Assessment of Survey for Common Issues
6/16/97	Submit Work Plan and Objectives to PRIDE Steering Committee
6/30/97	Receive Confirmation/Changes from PRIDE Steering Committee
7/1/97- 10/15/97	In-Depth Internal Data Collection (Surveys)
7/1/97- 10/15/97	Data Collection from External Sources and Experts
7/1/97- 10/15/97	Data Collection from Literature Review
11/97	Summary of Findings/1 st Draft Recommendations
12/97	Edit/Prioritize

Best Practices Assessment

One of the means of assessment in developing a new agency internal communications plan is to examine the potential benefits of other organizations' best practices. By examining best practices in a similarly structured organization, the PRIDE Team will obtain new information leading to a new perspective on the process of internal communications. The team will determine whether an organization's current internal communication methods can be implemented within the parameters of SCPRT's culture and resources. The team will use the following guidelines:

Criteria

Choose at least 3 organizations in the state or southeast. Targeted organizations should:

- contain a central site as well as multiple field sites;
- have at least one organization be of similar size – approximately 200 central office employees and 500 additional field employees;
- be composed of a similar combination of full and part-time employees – approximately 500 full-time and 300-500 part-time employees;
- have multiple functional departments of various sizes that work together for the excellence of the organization; and
- have been recognized for their exemplary internal communications practices (ex: Malcom Baldrige award winners, etc.)

Evaluation Objectives

- How do they determine what information is critical to the organization's success?
- What is the history of their internal communications success and/or failures?
- What was the process used to get from their past to present, successful state?
- What obstacles did they encounter?
- How did they change the perception or attitude of each staff member to promote internal communications?
- What is the culture of the organization regarding internal communications?
- What technologies or tools are in place to aid in internal communications?
- Who led the effort in promoting good internal communications?
- How is consistency maintained?
- How are employees held accountable?
- How is trust between departments created?
- What delivery method(s) are used?
- What types of information do they share?
- What are the associated costs and how are they measured?
- How long did this process take to implement?
- What is it that they do differently than we do regarding internal communications?

Every effort must be made to secure as much information as possible including other references for best practices, vendors, software/hardware, training tools, etc.

This is an excellent opportunity to build a partnership with a similar organization that will aid in the building of SCPRT's plan and its implementation. To insure

that several minds are working on evaluating and comparing the processes, more than one PRIDE Team member will participate in assessments.

Internal Surveys

In gathering data, one of the best ways to understand the scope of the problem is to obtain information from staff regarding internal communications. The initial step by the PRIDE Team was to poll the offices to find out perceptions, needs and suggestions.

Each person on the team was given offices to interview with standardized questions being asked so the information could be compiled, grouped and classified. After the information had been compiled and distributed to team members, the team began to formulate the next steps within the work plan.

Over the next several weeks, the PRIDE Team will use the common threads found within the data already collected to create several in-depth follow-up surveys to expand our working knowledge of SCPRT's internal communications process. Those surveys will focus on the aspects of work environment, content, and delivery of information. Those interviewed will include a cross section of the agency, consisting of staff representing all offices and job functions. The team concluded that it is also important to look to internal "experts" for input and, therefore, will target such communication hubs as the reception desk, the

administrative assistants, and other designated information handlers within the offices such as public information specialist positions.

The findings of the in-depth surveys will be presented to the entire team through written summaries and/or oral presentations. Findings will be evaluated according to the applicable evaluation objectives outlined earlier in the section addressing Best Practices Assessment.

Literature Review

The PRIDE Team will review literature about the business process of internal communications, seeking best practices and other helpful insight. The team will rely on a number of sources to identify and obtain copies of relevant literature on the topic, including:

- the Daniel Management Center at the College of Business Administration, University of South Carolina;
- the internet;
- the South Carolina State Library;
- the American Council of Chamber Executives;
- the Council of Communications Management; and
- the Public Relations Society of America's library.

Literature will be reviewed by one or more PRIDE Team members. The findings of the literature review will be presented to the entire team through written summaries and/or oral presentations. Findings will be evaluated according to the

applicable evaluation objectives outlined earlier in the section addressing Best Practices Assessment. Relevant lessons will be incorporated into the team's final recommendations to the PRIDE Steering Committee.

Appendix D

Results from

DIRECTOR'S INTERVIEWS

- Tax issues for the tourism industry and legislation regarding tourism industry are needed.
- Communications both internally and externally are critical to the Marketing Plan.
- All personnel should have complete understanding of PRT's and Office goals and objectives.
- Office personnel should inform their Administrative Assistants whenever they leave their office, where they are going and when they will return.
- Due to individual interpretation of policies, a policy manual is not a good idea.
- Field personnel should take more initiative to contact directors.
- To establish goals and objectives, clear information needs to be given to the directors on what the Governor and his cabinet's goals are.

- Administrative Assistants are key contact people and should have a working knowledge of information.
- Need accurate information about current developments in other offices.
- No follow through of the process that has identified who needs computer training.
- Average State Parks employee may not understand the Agency's mission and goals.
- Would like to go back to a once a month office meeting to keep up to date with the issues in each office. Each Office Director would give a presentation to the other Office Directors to keep them updated with programs in their respective offices.
- The strategic plan created under the previous leadership was written in vague, indirect language; not functional for the needs of the Agency, but for what the leadership wanted to hear.
- There are spoken and unspoken sets of goals for the agency and offices.
- Product knowledge is important, i.e., what's going on around the state and within the Agency.
- Because of the nature of their business, confidentiality makes the Director a major link.

- Need more interoffice interaction to breakdown walls.
- Need more direct role and accountability from individuals contributions.
- Need well-defined success criteria/measurement and incorporate flexibility if priorities shift.
- Create a meaningful accountability report for external use via the internet.
This report should include PRT mission statement, efficiency outcome, rank programs in some order, workload, list inquires fulfilled, have a state parks section, payroll and taxes of PRT.
- Pertinent information could be put on-line for Directors, with the understanding that they are not to act on them on their own.
- Office Park people in higher management positions need to be seen at the Parks more and show more interest in Park happenings.
- To enhance greater communication while implementing goals, there should be regular, informal communication among the Office Directors outside of the Director's meeting (e.g., monthly lunch, drink after work, thirty-minutes once a month during work hours).
- In order to formalize and create a manual, be sure to only use regulations that will not change.

- Need clear statement of the Agency's mission and goals that can be updated when there are major changes within the agency.
- Phone bills are hard to read and trace and not timely.
- The ideal mission statement for PRT would be a statement that consisted of phrases that directly relate to each office, in turn each office could identify with what portion of the mission they directly contribute to.
- The purpose of bi-weekly Director's meetings is to keep the Office Directors informed with what the Agency Director is doing. There should be no secrets and all information should be filtered out to all staff levels both in the Central and Field Offices.
- Would like language to be simple and direct.
- Maintain updated technology, along with training.
- Market Research is critical, but it also needs to have the possibility to be very specific to a client.
- Office Directors should find opportunities for inclusion of other people and other offices.
- Meetings need to be objective and within timeframes (recommend training on how to hold meetings).
- Agency policy is unclear, the feeling is don't ask questions -- just continue.

- Need more cross-office teamwork in which employees are given direction, measures, and empowerment.
- Need a clearer picture of what is needed at the Directorate level.
- Directorate could share more information. Should keep all Agency employees informed of both good and bad information.
- Let all Park employees know how important they are to the success of their park.
- Agency Director should meet with each Office Director and encourage each Office Director to informally meet with all other Office Directors.
- There is little sharing of information from the other Office Directors during the Director's meeting.
- Periodic report on the legislative agenda that can be sent out to the entire Agency via e-mail. This can also include the Governor's budget and how PRT fared. Sent out twice a year.
- Based on Information Technology's recommendations, the Director's Office, not individual offices, should decide what offices need computers.
- It is difficult to articulate to Parks exactly what their role is to contribute to these goals, and it is hard to fit into the Agency goals and objectives. The

focus of the mission for State Parks is: stewardship of the resources and service to the public.

- Should have a full staff meeting two to four times a year. Need to decide how to handle these meetings and what kind of information the staff wants to hear.
- Would like Engineering and Planning to be involved from the beginning of a project, be given clear indication of what's needed -- this would result in a more successful project.
- Directors are held accountable to unclear rules.
- Must maintain adequate staffing.
- News clips need source and date to be useful. Perhaps a clipping service may be better.
- Teamwork gives the feeling of inclusiveness.
- Needs to be a feeling of retribution for failing.
- Legislative outline could be put on the interoffice intranet.
- Division Directors should have staff meetings with Division employees and relate critical information that was discussed in the Director's staff meeting.
- An atmosphere of openness should be created between the Central Office and the Parks.

- Priority issues should be discussed face-to-face, this form of communication fosters trust.
- Legislative updates that affect the Budget and Control Board also affect aspects of PRT, but these updates are not passed along to PRT.
- Quarterly update of office projects to make each office aware of the projects throughout the agency.
- There needs to be a half-day orientation program for new hires held once a month.
- The difficulty with information dissemination within the Parks system is the slowness of information delivery.
- Agency Director should have a one-on-one meeting with each Office Director once a month.
- Central Office dictates what is needed to the Parks' Field Office, which often conflicts with what the Parks actually need.
- It's critical to have information from the Directorate.
- There is potential for better data and research through a librarian as well as a statistician.
- Yearly goals are not tied to performance rating.
- When developing the Market Plan key people were invited to give their input.

- Need set policies from HRM such as leave, overtime, comp time, etc.
- Explain what and why of information from the Legislator to PRT personnel via the interoffice intranet.
- Administrative Assistants should share more information and ideas among each other.
- Park Superintendents should be given communication training and periodic refresher courses.
- Office Directors do not feel comfortable to speak freely before the Agency Director during the Director's meeting.
- Information is best received via memos or called meetings.
- Agency research information should be made accessible to the entire Agency in an abstract format.
- Office Directors should inform new hires of what each office is responsible for within PRT.
- Performance reviews are not always done annually.
- It's difficult to convey information about what work needs to be accomplished to all employees at each State Park in a way that it relates to the Office's goals.
- Criticism comes upon completion of projects rather than in the developing stage where it can be resolved.

- Must have information on status of roads, e.g., closures and construction.
- Use interoffice teams to help break down the silo effect. Teams should be chosen by Office Directors and a single person needs to be set as manager of the project.
- There are both Director and Manager meetings.
- EPMS performance and merit reviews need to be separated and more effectively managed.
- PRT should begin an Administrative Assistant orientation of procedures and create a policy manual of procedures.
- Must be given position direction to be able to pass direction on to staff.
- Intranet can be used for monthly updates and newsletters.
- Expand the link-up program between Central Office and Park field personnel.
- Work plans should not be considered final until they have been reviewed by the other Office Directors.
- Update of other office projects that are taking place in the Heritage Tourism Regions.
- Agency personnel needs to know to go to Information Technology to learn computer programs such as PowerPoint and Access and Office Directors need to allow office participation in these training programs.

- No follow-through on responses from press releases.
- Park Superintendents who have not understood the office goals have not been taught what needs to be done to meet them. Park Superintendents who have been able to understand the office goals have been successful in meeting them.
- Need computerized updates with a short general description of what's going on in each office and sent agency-wide.
- Weather updates via the internet.
- External communication is poor.
- PRT should take more credit for its accomplishments to showcase its worth and involvement.
- A policy manual for e-mail use would be helpful.
- Office plans should have a common format or structure.
- Employees do not have an understanding of PRT as an agency. There needs to be three levels of knowledge; basic understanding of PRT's mission and goals, personality/attitude, general knowledge of each office; knowledge based on location, such as Welcome Centers and Park Rangers; provide opportunity level to access information about office projects and the agency available for employees where they can access it.

- Information Technology would like each office to have an Administrative Assistant knowledgeable enough in computers to teach others in their respective offices
- Ten percent to 15 percent of the State Park Superintendents understand the office goals and objectives.
- No allowance for risk taking, no rewards or benefits.
- Need new industry updates throughout the state.
- Agency-wide calendar on the computer can work in the future.
- Talent around Agency not used, not allowed to be creative.
- Welcome Centers provide a good gathering point for information.
- Internet access for Parks to communicate with each other, for networking, to get trend information, and retail information, etc.
- The proposed plan is written at the beginning of the fiscal year and Office Directors should meet and make needed changes to ensure that the plans work together rather than independently. The draft plan should then be reviewed by the office managers for its feasibility and to ensure that the plan is mutually beneficial for both the Office and the Agency.
- Need detailed budget information and how it relates to the office.

- Agency personnel should be aware that the help desk is the first place to call when there is a computer problem.
- Superintendents understand what needs to be done on their Park. The problem is that they don't know how it connects to the Office's goals and objectives.
- Need festival and events information around the state in order to give advice concerning room availability.
- Never told you have done a good job.
- Could have Welcome Centers conduct some surveys.
- Need a new hire orientation program and a program for existing employees.
- Information often received second-hand and not always correct.
- Office Directors need to know the Agency's budget and have a good handle on budget projections and allocations -- especially when working with the community.
- An Office Director's report once a month from each office reporting goings on in their area would be helpful in understanding what each office is doing.
- A breakdown in the chain of command within state parks will probably occur at the Park level because it's not a "daily activity" that the employee is use to doing.

- Maintain good relationships with DOT, Public Safety, private contracts, emergency operations, the industry, local law enforcement, emergency preparedness team.
- Orientation program should include procedural manuals for hiring, procurement, travel, etc.
- Mailing system is not consistent in its delivery.
- All of the final office plans should be placed in a book and distributed to each Office Director.
- It would be helpful if there was an agency-wide template or mechanism where closings and openings, or new projects and opportunities that affect the Agency could be found.
- Circulate an agenda to Office Directors prior to the Director's meeting so everyone will know what is to be discussed at the meeting.
- Maintain on-site security at Welcome Centers.
- Need empowerment to make right decisions, no blame.
- Newsletters take a lot of time and effort, circulating existing information (e.g., Horizons) is preferable.

- Six months into the fiscal year check for measurement of reaching goals, re-evaluate and make changes as needed, then review with all Office Directors for final changes.
- Need to know what's happening in each office that has spill over into the Heritage Corridor.
- Technical staff meetings weekly on Friday to discuss issues and rotate who leads the meeting each week.
- Attitude cannot be taught, mechanics can.
- Could divide state into three sections and one Park in each section could be used for training.
- At the end of the fiscal year distribute a final evaluation of each Office's performance with measurements.
- Would like to have administrative information such as new personnel and their talents, new software or computer programs, resources within the Agency.
- Areas that work together on a regular basis should hold monthly meetings.
- Sometimes training needs to be forced to overcome the comfort level of doing something the old way.
- Need an Agency calendar readily available to show major Agency events.

- Would like to have an Agency directory/picture book.
- There should be cross training between Offices to promote working together and sharing information.
- Common Agency contact database which would list or have a directory of people in the tourism industry and who is working on specific projects with whom.
- Team projects should have a team leader who oversees the entire operation of a project, excluding Office Directors unless there is a political need for their inclusion.
- EPMS job goals for the year are impossible to reach when resources are not available.
- Those who do not communicate well can see obvious benefits through example and group work, which in turn creates a desire for them to communicate better.
- Have video tapes of office presentations in the library available for staff to view.
- Currently, Information Technology has a staff member who sits in on other office meetings once a month to find out how IT can help each office's operations.

- Video and phone conference abilities for the parks and field offices would be of value due to the logistics problem.

Appendix E

PRIDE Meeting Notes

The following is a list of notes and observations gathered from the PRIDE Team discussions and surveys of the agency's current state of internal communications issues. There are not in order of importance.

1. No buy-in to agency goals
2. No connection between personal goals and agency goals
3. Goals are seen as office goals rather than agency goals with no connection between the two.
4. It is important for central office to communicate to field offices
5. Directors do not communicate effectively to their staff
6. Budget information is incomplete and untimely.
7. Staff does not feel free to inquire about other offices' programs and activities

8. There is no perceived accountability for failure to share information and be proactive
9. Agency-wide staff meetings/social functions logistics are difficult resulting in fewer meetings which translates into lack of inclusiveness.
10. Staff thinks that they are currently good communicators *due to lack of training on effective communication.*
11. “Silo effect” prevalent between offices resulting in a lack of inter-office teams and a duplication of efforts.
12. Individual units of the agency lack “big picture” perspective.
13. Adequate budget information affects managerial competence and effectiveness.
14. Administrative and support offices lack customer service focus.
15. Inconsistent technologies between field and central office reate feeling of exclusion
16. Current budget process creates an aura of secrecy
17. Age and location affects perception of communication issues in agency, especially with the field and with technology.
18. Perception that leadership does not understand rank-and-file realities, especially with field employees.

19. Perception of “us” and “them” between offices and between field and central office.
20. Central office not visible enough in the field, especially for positive reasons.
21. Perception of lack of incentives/rewards in the agency
22. Information sometimes is withheld because “information is power”
23. Executive leadership does not clearly demonstrate a value for good internal communication.
24. Lack of career path development resulting low morale.
25. Agency calendar’s location not well known
26. Uncommon for offices to invite other offices to exchange key information and/or meetings
27. Information is not being communicated from the Directors’ meeting to the staff.
28. Legislative reports are not being delivered agency-wide.
29. There is an interest in an agency newsletter.
30. An agency-wide policy manual does not exist, should include Information Technology.
31. There is currently no agency- or office-specific orientation program in place.

32. No standardized procedure is currently in place for the systematic communication between office directors and their staff.
33. No effective mechanism for developing and disseminating Market Research information.
34. Process of newspaper clippings is ineffective.
35. Human Resource policies are not always clear or easily accessible.
36. The formal process for meeting personal, office, or agency goals are static as compared to the dynamic changes associated with everyday management.
37. There are poor and ineffective meetings in the agency, often without anyone assuming responsibility of communicating outcomes.
38. Administrative offices' staff lack good customer service skills.
39. Procedure for obtaining grant approval/partnerships/future needs are unclear.
40. Wage pay information and other personal information is handled with a lack of accountability.
41. Leadership does not set appropriate example using available technology for timely communication, especially with the field offices.
42. Procedure for announcing new hires and resignations does not exist.
43. A system of feedback is not always in place.

44. There are currently no shared measurements toward office and agency goals.
45. Current computers do not allow for mobility in the field.
46. Agency goals have not been clearly conveyed to the agency staff and are not understood.
47. Office directors' meeting content is inadequate and does not include specifics on each office.
48. Agency calendars are seen to have limited effectiveness.
49. Funding mechanism for the agency is unclear
50. Office specific legislative updates do not exist.
51. Legislative reports are currently not being delivered agency-wide; e-mail is preferred.
52. Market Research information is not being delivered in a timely manner.

Appendix E.1.

Sample Agenda for Agency-Wide Orientation

- I. Welcome from Executive Director
- II. Overview of State Government Structure and History of Agency
- III. Overview of PRT Organizational Chart
- IV. First Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- V. Second Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- VI. Third Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- VII. Break (approx. 15 minutes)

- VIII. Fourth Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- IX. Fifth Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- X. Break for lunch
- XI. Sixth Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- XII. Seventh Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- XIII. Eighth Office Orientation to be given by an office representative – to include a review of office goals and objectives, major events and projects. (approx. 15 minutes)
- XIV. Break (approx. 15 minutes)
- XV. Human Resource Management Office Orientation to be given by an office representative – to include a review of policies as outlined in the Employee

Handbook, office goals and objectives, major events and projects. (approx. 30 minutes)

XVI. Information Technology Office Orientation to be given by an office representative – to include a review of policies as outlined in the Employee Handbook, office goals and objectives, major events and projects. (approx. 30 minutes)

XVII. Physical walk-through of the agency in the Brown building

Appendix E.2.

Sample Agenda for Office-Wide Orientation

To be conducted by an office representative, preferably the employee's supervisor.

I. Present and Discuss information packet

Packet to include a letter of welcome from the executive director, written outline of job duties, written outline of office goals and objectives, explanation of how those goals and objectives relate to the employee's job duties, and dress code.

II. Present the Employee Handbook for their review

Inform the employee of their scheduled date for Office-Wide Orientation and advise them to bring their Employee Handbook to that orientation for a detailed review.

III. Meet with Benefits Administrator (through a pre-arranged appointment) to discuss pertinent benefits and leave issues.

- IV. Discuss telephone and computer policies.
- V. Physical walk-through of the office to meet all office employees followed by a walk-through of the agency in the Brown building.

Appendix E.3.

Sample Agenda for Bi-Monthly Directors' Meeting

I. Welcome from Executive Director

Discuss Buddy's schedule, any major agency projects, recognize major agency or office awards, and a message related to the status of the agency's goals and progress to date. (approx. 20 minutes)

II. Budget update from Director of Finance

Budget report for each office in handout form. Follow with an open question and answer session. (approx. 10 minutes)

III. Legislative update from Legislative Liaison

Legislative report for each office in handout form. Follow with an open question and answer session (approx. 10 minutes)

IV. Office Presentation

One pre-chosen office shares their major office projects and gives update on status of meeting office goals and objectives for the year.

Visual presentations and handouts preferred. Follow with a question and answer session. Each office to give an Office Presentation at least once a year. (approx. 20 minutes)

V. Team Building Exercise

Exercise oriented toward improved professional development and conducted by CIO. (approx. 15 minutes)

Appendix E.4.

Sample Contents of Employee Handbook

- Letter from the Executive Director
- Agency Mission, Vision, Values and Goals
- PRT Organizational Chart with summary description of each office's function
- Each Office's Goals and Objectives for the year
- Complete HRM Policies to include Procurement issues
- Complete Information Technology Policies
- Finance Procedures

To include: travel reimbursement instructions, inter-department transfers, budget codes, etc.

- Budget Information (Sources of revenue, and agency budgeting procedures)
- Agency Telephone Directory
- Agency Media Policy

- Grant Procedures
- State Government Structure Chart
- How a Bill becomes a Law

NOTE: All information in the manual is to be dated.

Appendix E.5.

Position Description

Chief Information Officer

I. JOB PURPOSE

With authority from and accountability to the Executive Director, is responsible for planning, leading, and managing internal communications pertaining to PRT. May supervise one or more major components of a large and comprehensive internal communications program.

All communication efforts should relate directly or indirectly to major agency goals and objectives. Work closely with all members and levels of PRT staff members as needed.

II. ESSENTIAL AND MARGINAL FUNCTIONS

1. Acts as a member of the PRT Directorate office, developing and managing systematic programs to improve and facilitate internal communications such as but not limited to: Agency-Wide Staff Meetings, Quarterly Agency-Wide Employee Orientation, Office-Wide Orientations, and Bimonthly Directors' Meetings. Sets standards for content of communications programs. **20%**
2. Develop an agency newsletter to be published systematically. Ensure that an internal Intranet site is created and maintained. Newsletter and Intranet site to contain: a message from the Executive Director, major agency events and

conferences, recognize good internal communications practices, provide updates from agency cross-functional teams, information regarding revenues from admissions tax and parks, share external media reports and press releases, minutes from Director's meetings, external grants to SC PRT, legislative updates, major marketing campaigns, publicize training and development opportunities, employee or agency awards, and to provide information on the current status of office and agency goals. Newsletter to be distributed to all PRT employees. **20%**

3. Responsible for establishment of current, applicable documentation such as, but not limited to, PRT Employee Handbook, and agency Policies and Procedures Manual. Should ensure that this documentation is readily accessible by any member of the agency and that its location is publicized. **15%**
4. Monitor and analyze each office's communications processes, identifying areas that may be enhanced or improved. Make recommendations to appropriate officials and to the Executive Director. **15%**
5. Coordinate a program for the agency's immediate management development needs as they relate to internal communications (i.e. computer training, professional development, meetings management and customer service). **10%**
6. Serve in a direct capacity during the formation of agency and office goals to maximize the potential for improved internal communications. **10%**
7. Serve in an advisory capacity to PRIDE teams to ensure the consideration of integrating sound internal communications practices into any

recommendations; work with the PRIDE Steering Committee in composing the memberships of new PRIDE teams. 5%

8. Continually examine related agencies and organizations that practice exemplary internal communications for their possible practical applications in PRT. 5%

III. SUPERVISORY RESPONSIBILITIES

No subordinates unless position is expanded to include the management of external communications as well. In that case, one support person would be recommended.

IV. COMMENTS

Must have the ability to communicate both orally and in writing. Travel in and out of state. Be able to lift 40 pounds.

What knowledge, skills, and abilities are needed by an employee upon entry to this job?

1. A bachelor's degree (the fields of Journalism or English preferred) and/or minimum 3 years related professional experience.
2. Knowledge of the methods and techniques used in planning, composing, editing and producing publications.
3. Good understanding and strong knowledge of agency programs, policies and procedures.
4. Knowledge of business management practices and procedures.
5. Ability to exercise judgment and discretion regarding the possible benefits and/or risks involved in communications process recommendations.

6. Ability to gather, organize and present oral and written information in a clear, concise and accurate manner.
7. Ability to establish and maintain effective working relationships with agency office leaders and staff.

PRIDE Team comments regarding a Chief Information Officer

The PRIDE Team considers the recommendation of creating a CIO position in PRT to be integral to the success of the action plan. Thought has been given to the practical considerations of creating a CIO position within the agency and the PRIDE Team has researched practices of other organizations that contain a CIO post. Traditionally, the CIO position encompasses both internal and external communications for an organization. The structure of this position is at the discretion of the Executive Director.

Due to the need for this position to possess a strong knowledge of PRT's current structure and methods, and to promote the use of talent currently within the agency, the PRIDE Team encourages examining the use of an existing employee to serve as a CIO. When a candidate is chosen to fill the CIO position, the candidate would benefit from meeting with the members of the PRIDE Team on internal communications for an orientation on the history and purposes behind our recommendations.

Our research found that there are several levels of position currently established within the State Classification system that are written for an Information Officer – namely class codes BC10, BC20, and BC30.

Appendix H

Bibliography

(currently being written)